

**UNITED STATES TRANSPORTATION COMMAND
(USTRANSCOM)**

**Request for Information – USTRANSCOM Market Survey
Solicitation No. HTC711-09-NGLOCRFI, 14 October 2008**

**Title: Transportation of Cargo To/From Northern Europe or
Continental United States (CONUS) To/From Various
Locations in Afghanistan**

Released under FOIA 09-66
FOIA Exemption Applied:
5 U.S.C. 552(b)(6)

Solicitation Number:
HTC711-09-NGLOCRFI
Notice Type:
Sources Sought
Synopsis:
Added: Oct 14, 2008 11:17 am
REQUEST FOR INFORMATION MARKET SURVEY

TRANSPORTATION OF CARGO TO/FROM NORTHERN EUROPE OR CONTINENTAL
UNITED STATES (CONUS) TO/FROM VARIOUS LOCATIONS IN AFGHANISTAN

The United States Transportation Command (USTRANSCOM) is conducting a market survey on industry capabilities and potential sources for inter-theater surface transportation of military cargo to/from various destinations in Afghanistan utilizing two possible options. The first option is to move cargo between Northern Europe and various destinations in Afghanistan through Caucas' and Central Asia. The second option is to move cargo between CONUS and Afghanistan through Asia and Central Asia. In addition to the options above, the Government is also looking for other possible innovative routing and intermodal solutions which may include air transportation. Maps with detailed routing must be included in every option presented. Teaming for solutions is permitted. The Cargo Preference Act and Fly America Act will apply. There is no solicitation package at this time.

This market research is designed to solicit ideas and opinions from experts in the field pertaining to the potential follow-on competition and to develop the solicitation while determining the level of interested sources. The Government is neither negotiating nor calling for offers at this time. This announcement is only an expression of interest and does not commit the Government to pay for any response preparation cost. The government will not make an award on the basis of this Sources Sought Synopsis/Request for Information synopsis. Copies of information submitted by interested parties will be reproduced and submitted to a USTRANSCOM team for review and will be used to develop the requirement.

USTRANSCOM is seeking information on industry capabilities and potential sources that can provide reliable and secure Time Definite Delivery, Security, In-transit visibility and end to end management of containerized and break bulk military cargo from/to Northern Europe in option one, or CONUS in the second option, to/from various locations in Afghanistan. The majority of cargo deliveries in Afghanistan will be to Bagram and Kandahar airfields. The military cargo may consist of CLASS I (food and water), CLASS II (General Supplies), CLASS III Package (oils/lubricants), CLASS IV (Construction Materials), CLASS VI (AAFES Supplies), CLASS VII (Major End Items), CLASS VIII (Medical Supplies), CLASS IX (Repair Parts), or CLASS X (non-military goods such as humanitarian supplies). The current operating environment presents significant risk. This includes strikes, border delays, accidents, and pilferage. Within Afghanistan this risk also includes attacks and armed hijackings. Shipments from/to the origin to/from the various destinations in the region could eventually amount to approximately 30,000 twenty foot equivalent units (TEU) and 21,500 forty foot equivalent units (FEU) per year. Approximately 85 percent are dry containers and 15 percent are refrigerated (reefers). Additionally, break-bulk cargo could eventually reach approximately 20,000 Stons.

USTRANSCOM encourages all interested companies to submit a detailed response that specifically outlines your company's ability to meet these requirements:

1. Accept cargo at origin, either in Europe, CONUS or Afghanistan, on behalf of the Government and deliver to the final destination. The Government requires transit times of between 30 to 45 days from acceptance at the origin to the various locations within Afghanistan.

Hapag Lloyd is partnering with RF International, a subsidiary of Pacer International, transportation experts in the European and Central Asia region. Cargo will be accepted at origin from CONUS, European and Afghanistan (retro cargo) points for final delivery to Afghanistan or return to other final destinations.

The transit requirements of 30 to 45 days are possible from European origins but are not achievable from CONUS origins. It is our intention to offer a range of routings that will require permission from the appropriate governmental authorities. These permissions will play an important part in the success of the shipments and must ultimately stem from Government to Government agreements.

While there has been a NATO agreement signed and in place, this agreement is still subject to obtaining transit permissions from Russia and the various countries in the CIS. Unless the US Government or NATO can obtain blanket permission from Russia then there is a great risk of delay or even complete preclusion from passage via a Northern route.

2. Establish and operate up to six container transload points in AFG.

Hapag Lloyd is prepared to establish the six container transload points in Afghanistan. We have identified 4 locations that we could start with and when the Government has clarified the exact locations required we feel certain we will be able to offer the six facilities.

The four locations are:

- 1) Herat - it can store / transload up to 500 TEU
- 2) Heiraton - it can store / transload between 2500 and 3000 TEU
- 3) Kabul (1) - it can store / transload up to 300 TEU
- 4) Kabul (2) - it can store / transload up to 500 TEU

3. Retrograde material back to Europe or CONUS on return trip.

Hapag Lloyd can handle retrograde cargo back to Europe and/or CONUS destinations. We are prepared to handle both empty and full containers as well as break bulk cargo with certain limitations. Availability of equipment is critical to the success of the retrograde shipments.

4. Ensure cargo loss rate is less than one percent (to include losses due to pilferage, accident, spoilage, attacks and acts of God).

Hapag would adhere to establish protocol to include convoy/route planning, enroute check points, extra drivers when trucking is required and continuous communication capability with the drivers. Special security seals can also be used to detect and reduce pilferage.

5. Provide real-time In-transit Visibility (ITV) compatible with command and control applications on cargo location and provide full access to the shipper and other Government employees designated by the contracting officer.

When cargo is in the CIS territory we will be able to provide daily ITV. This information is obtained by tracing the cargo directly from the CIS railway system. RF International has direct access to this system through their Moscow office. When the cargo is traveling in Afghanistan, all truck drivers will have mobile phones and will report daily or more frequent status. The condition reports will be provided to the required parties in an agreed format.

We are also reviewing the possibility of using a system capable of providing position reporting and intrusion detection.

6. Deliver cargo by the required delivery date (RDD) on a minimum of 90 percent of shipments.

Hapag will offer several alternative routes that can have different transits. For example cargo originating in Europe and utilizing the CIC rail system should be able to achieve transit times appropriate for that route. Cargo routed through the Black Sea will realize a longer transit than experienced through the Russian Northern route. Every shipment will be reviewed to determine if the RDD's are achievable and will be countered with a realistic date.

7. Provide direct delivery to Forward Operating Bases if required.

We can deliver to the FOB's. Depending on the area/destination/situation we will determine the security level that would be required.

8. Initiate process improvements and other value added services.

Hapag Lloyd and its partners offer:

Multiple routing alternatives

Operating partners in each entry point as well as throughout the entire routing chain

Contracts with railway operators

Partner in Uzbekistan who owns and operates trucking fleets in Uzbekistan and Afghanistan

High level of experience with authorities in the whole area

High level of experience with large volume shipments into the area

Established record of safe/secure transports into the entire area including Afghanistan

Flexible routing alternatives utilizing block trains and trucking alternatives makes a high volume of transport possible.

9. Provide end to end management with customized information management reports related to delivery time, delivery reliability, shipment volume and other criteria that characterize and provide performance based views.

We are prepared to offer the Government reports that meet their requirements. Once awarded we would work with the appropriate people to design the reports and establish timetables for distribution.

10. Handle substantial increases in shipments (surge requirements) as needed for wartime and other contingencies.

By offering multiple solutions we should be able to handle surges in volume. Some ramp up time would be required but not more than one month.

11. Provide security for cargo from origin to destination.

Security can be provided while cargo is on block trains in the CIS territories and as well during trucking operations in Afghanistan.

Market Survey:

USTRANSCOM is asking for industry input and comment on this requirement to include commercial best practices and logistics/transportation management capabilities. All interested parties (to include potential prime contractors, subcontractors, or teams) are strongly encouraged to submit a response to this RFI. Responses should be concise and include the following:

1. A comprehensive explanation of innovative alternatives your company may have to the two options TRANSCOM is currently considering (as referenced in the first paragraph of this RFI).

Hapag Lloyd can offer service on most of the routings requested. For cargo originating in CONUS, service will be offered on our US Flag weekly container service from all CONUS locations to North Europe. This cargo would then be moved to final destination in Afghanistan using one of the routings we are offering. The same routings will also service the cargo originating in Europe.

Northern Routing (preferred solution) Dry cargo only

From Germany by feeder to Riga, by rail from Riga - Russia - Kazakhstan-Uzbekistan Termez/Hairaton or Kushka/Torghundi with trucking beyond to Afghan destinations. Transit time about 35-40 days

From Germany by rail (P1) via Poland / Belarus - Russia - Kazackstan-Uzbekistan Termez/Hairaton or Kushka/Torgundi with trucking to Afghan destinations. Transit time about 35-40 days

To ensure smooth operation, we propose using two different border stations, one in Uzbekistan (Termez/Hairaton) and the other in Turkmenistan (Kushka/Torghundi) to enter Afghanistan. This dual entry point flexibility will afford us the ability to choose the faster of the two border crossings as conditions warrant therefore minimizing idle time at the crossings points. In either case the total transit time will remain 35-40 days.

Southern Routing via Poti Georgia, Dry cargo only

Cargo originating in CONUS would transship in Antwerp while cargo originating in Europe would load in Antwerp to one of two Hapag Lloyd's weekly services to Mediterranean destinations. The cargo would feed from the Mediterranean port of Cagliari to Poti, Georgia.

Transit is by rail from Poti to Baku, Azerbaijan, ferry to Turkmenbashi, Turkmenistan, rail or truck to one of the border crossing station outlined above in Turkmenistan or Uzbekistan. Total transit from Europe to Afghanistan using this routing is 65 to 80 days

Reefer Cargo

We can offer Reefer service by truck from Europe. Cargo from CONUS would be transloaded into Reefer trucks in Europe while European origin cargo would be loaded at origin. From Europe the transit is Poland, Belorussia, Russia, Kazakhstan, Uzbekistan with entry into Afghanistan at the Termez/Hairaton crossing. If Belorussia is bypassed then the cargo would enter into Russia from Finland. Capacity for Reefer trucking is limited to about 25 trucks per week but we feel this could be increased with a firm volume commitment. Transit from Europe to final delivery in Afghanistan is approximately 20 days.

We can also offer a rail solution for reefer cargo. The cargo would move in ocean containers from CONUS origins or reefer trucks from European origins by rail or truck depending on the volume to Sassnitz, Germany. The cargo would then be transloaded into Russian reefer sections consisting of 4 reefer rail wagons and one power wagon with two guards. The capacity of one wagon is the equivalent to two x 40ft reefer containers.

After transloading routing is via rail ferry from Sassnitz, Germany to Baltisk (Kaliningrad area) then via Russia, Kazakhstan, Uzbekistan (Termez) to Hairaton, Afghanistan.

The cargo could then be either stored in a reefer storage facility in Hairaton for later delivery or stripped from the rail car for immediate trucking to final destination.

Air Freight Shipments

Through our partner RF International we have experience and ready access to air cargo aircraft charters. In the case of this "Request for Information" we perceive the requirement for air freight would be to supplement land shipments or provide service where land service is not practical. We can offer the occasional charter from Western Europe to Afghanistan (Bagram, Kabul, Kandahar and Herat)

- A sample of the types and capacities of aircraft readily available for general cargo movements:
 - 747-200 100 t / 550-600 cubic meters (US and European)
 - DC-8-62 45 t / 180 cubic meters (European)
 - Stretch DC-8 40 t / 220 cubic meters (US but probably not price competitive due to ferry legs)
 - MD-11 88-90 t / 280 cubic meters (US)
 - DC-10-30 65 t / 270-280 cubic meters (US and European)
 - IL-76 40 t / 180 cubic meters (East European / Russian)
 - AN 12 18 t / 90 cubic meters (European / Russian)
 - A300 40 t / 280 cubic meters (European)
- Any of these aircraft can be operated out of major Western European airfields -- commercial or military. Kabul, Bagram, and Kandahar should be able to handle any of these aircraft; Herat (due to runway length) may be restricted to smaller aircraft (DC-8's, IL-76's, AN 12's, and A300's)
- Heavy lift aircraft can also be arranged. RF International works directly with the Antonov operators for access to AN124's and similar for movement of heavy equipment and vehicles.

2. Is your company capable of performing the services described and would you be interested in submitting a proposal for the services identified above?

Yes, we have only described services that we can physically perform. We are interested in submitting a proposal.

3. If not, why? If so, briefly describe your capabilities.

4. What are the recommended commercial practices from a contract perspective for these types of services?

The Northern and Southern routing will require blanket Government to Government permissions for cargo to move through each country. We can not efficiently move cargo in this volume if every shipment requires a authorization from every country. All necessary documentation must be provided by the Government in a timely and accurate manner. This includes commercial invoices, packing lists and phytosanitary/quarantine documents. All must have the necessary custom codes. The better the documentation the faster the transit.

5. What are the methods/metrics the commercial industry uses for monitoring performance?

Tracing reports are often requested for commercial cargo moving into this region. The request range from daily to weekly reports with format of the reports agreed to between the parties.

6. What flexibility in a performance work statement must the respondent have in order to propose the most effective and economical transportation operation?

- flexibility in using all the different entry points we have outlined. Situations in the ports / border stations can vary every week. Having the capability to switch from one to the other would make the transportation flow much more smooth and easy.
-
- use blocktrains which have much faster transits than single transports
-
- summer and winter capacity is different. Summer transportation is much faster and means more volume and less problems through the mountains of Afghanistan
- The ability to strip Reefer cargo from containers into trucks or possibly reefer rail cars.
- Flexible RDD requirements
- Formula to make adjustments for rail and truck cost increases as well as fuel surcharges and currency exchange adjustments.

- Quick payment terms
- Guaranteed volume

7. What data from the US Government would be required for a responsible response to develop a proposal to manage and operate inbound and outbound transportation requirements?

- Anticipated volume with guaranteed award amounts
- Full scope of commodities, reefer, haz etc
- Government to Government blanket permissions must be in place.
- Seasonality of shipments
- Origin and destination projections
- Invoice and payment terms/process
- FAF & CAF formula
- Reasonable RDD expectations
- Documentation requirements for both parties
- Cargo Liability/claims process and procedures
- Custom and clearance responsibilities
- Reporting requirements/ITV
- Equipment detention and purchase procedures/freetime
- Security requirements
- How Government will handle containers at destination, live unload/drop and pick
- Term of contact

8. Describe the risks/associated with this effort. How can the risks be mitigated?

The major risk associated with these shipments is the requirement for transit permissions from Russia and the other CIS countries. Without these there are no transportation possibilities via the Northern and Georgia routing. Once the transport permissions are given then there could be delays caused by congestion at border crossings, lack of rail wagons or trucks as well as weather or military action in Afghanistan. Westbound cargo is subject to container availability when a shipment is ready to move.

The risk to get permissions can only be mitigated by the US Government in coordination with Russian authorities. If both Governments find a blanket solution then the other CIS countries will fall in line. All transit countries are waiting for Russia to make a decision regarding this matter.

Other risk can be mitigated by planning and having a professional organization in place along the full reach of the route.

9. How the company would provide ITV, security, and process claims for lost, damaged or stolen freight.

We would need to see the requirement as outlined in the PWS but we would establish processes, procedure and contact points to handle the claims. ITV and security would also need to be outlined in the PWS but we feel certain we could provide what is required.

10. Description of company's teaming and relationship management with sub-contractors along

with your company's understanding of the challenges and risks of operating successfully in the region.

Hapag Lloyd has had a long standing relation ship with our partner RF International. We have teamed with RF International on many projects into the CIS area over the past 8 yrs. During this time we have successfully together handled in excess of 15,000 containers without incident.

11. Specific identification of any limits to company's capabilities.

Volume Limitations

Over all there is a capacity limitation for all cargo moving from all origins into Afghanistan via the Northern border of Afghanistan. The limitation is directly related to the number of trucks that are available to move cargo from the Afghanistan border. There is also a limitation on the number of shipments that can be processed by the Afghanistan Custom control staff which will not be accustomed to this volume. Regardless from which direction the cargo will arrive to the Afghanistan border it will always meet at the same border crossing stations. The Government must be aware that if multiple carriers are moving cargo they will be competing for the same space on the rail as well as the same truck capacity.

The Georgia route also has capacity limitation's but of a different nature. There are a limited number of rail platforms available in Georgia and Azerbaijan. Once the cargo arrives to Baku it must cross the Caspian Sea either by ferry or on one of the small feeders that are operating in the area. The ferry is limited in capacity as it is almost always in the control of the truckers. The feeders have additional capacity but the problem then becomes the access to rail platforms in Turkmenistan. Turkmenistan will not allow their platforms to exit the country so this adds another dimension to the shipments. Cargo then must be trucked from the border of Turkmenistan to Afghanistan. This substantially increases the cost and transit time.

12. Your company's experience in providing the services described above and its experience with an operation similar in size and scope to that described above. Include: The largest projects the company managed either as a prime or subcontractor including shipping volumes, total revenue, performance goal results, and other metrics with regards to pilferage, losses, percentage of RDD met, and how long the relationship lasted.

Hapag Lloyd has been a participant in all of the USC contracts. While primarily a service provider to Europe, Hapag has lifted significant cargo into Iraq and Afghanistan under the USC contracts. Hapag has consistently lifted about 50% of the container cargo into Europe from CONUS origins.

Over the years Hapag has been a participant in AID and USDA shipments into the CIS. Many times Hapag has lifted in excess of 5000 containers a year into the CIS area with out a single incident.

Our partner RF International has a long history of participation in the CIS area. They have actively been involved in many projects and commercial shipments in and out of the area. RF International has worked with Hapag and our predecessor CP Ships to move US Military cargo to the US Airbase (K2) in Uzbekistan early in Operation Enduring Freedom. They have experienced representation throughout the area to assist in managing the shipments in a professional and organized manner.

13. Your company's recommended commercial pricing structure for the operation described above. Break down pricing to normal delivery, retrograde of empties and retrograde of material out of Afghanistan separately. What are the major cost drivers?

The pricing structure into Russia and the CIS has traditionally been very fluid. Rates for rail are subject to increases with a very short notice period. Costs are paid in EURO so there is an exchange relationship between the EURO and the USD. The rail and truckers will be aware of the effect on capacity utilization that this volume will have and may increase prices accordingly.

Availability of rail platforms will play an important part in determining the ability to building block trains. Block trains are the most economical and efficient way to move large volumes on the Russian rail system. The ability to make volume guarantees to the rail, truck, ferry and transload vendors is critical to obtaining the best costing for these shipments.

14. Recommended incentive provisions to motivate performance that will meet or exceed the goals of this effort (for example RDD, cargo loss metrics, ITV).

15. What limiting factors, if any, exist?

In question # 11 we outlined volume limitations and in question # 8 we discussed permission requirements. One the Black Sea/Georgia route there will be space limitations on the ferries and feeders as well as rail platform availability issues.

16. Are there any other concerns/comments or recommendations?

Given that proper documentation and permissions are in place, total transit time are largely a function of the capability of existing third party intermodal transport providers and the extensive distances involved in the oncarriage from Europe. While our experience has shown that third party providers have been efficient and reliable, RDD development must account for the variables inherent in this routing.

The largest portion of the cost of transportation from the CONUS origin cargo is by far the portion between Europe and the points in Afghanistan and as indicated above, it is very fluid. Carriers will not be able to provide long term fixed prices where the bulk of the cost is not under their control.

Send responses to william.henderson@ustranscom.mil and cindy.strout@ustranscom.mil

no later than 4:30 pm central time on 13 Nov 08. No phone or FAX responses will be accepted. Please ensure "USTRANSCOM CARGO MARKET SURVEY" is listed in the subject line of your responses.

Please consult the list of [document viewers](#) if you cannot open a file.

QUESTIONS AND ANSWERS #1

Type:

Other (Draft RFPs/RFIs, Responses to Questions, etc..)

Label:

QUESTIONS AND ANSWERS #1

Posted Date:

October 31, 2008

[Questions Answers to RFI HTC711-09-NGLOC RFI.docx](#) (26.52 Kb)

Description: QUESTIONS AND ANSWERS #1

Contracting Office Address:

508 Scott Drive

Bldg 1900

Scott AFB, Illinois 62225

United States

Place of Performance:

508 Scott Drive Bldg 1900

Scott AFB, Illinois 62225

United States

Primary Point of Contact.:

William R Henderson,

Contract Specialist

william.henderson@ustranscom.mil

Phone: 618-229-2492

Secondary Point of Contact:

Cindy L Strout,

Contracting Officer

cindy.strout@ustranscom.mil

Phone: 618-229-2495



USTRANSCOM Market Survey - HTC711-09-NGLOCRFI

RELIABILITY TO ANYWHERE — EVERY TIME

GTS Group
23020 Eaglewood Court
Suite 400
Sterling, VA 20166
(800) 445-0775 (O)
www.gtsgroup.com



GTS GROUP, INC.

1. Innovative Alternatives

1. A comprehensive explanation of innovative alternatives your company may have to the two options TRANSCOM is currently considering (as referenced in the first paragraph of this RFI).

We believe that the United States Transportation Command (TRANSCOM) is considering the most appropriate and advantageous options for movement of cargo. Until and upon release of the final solicitation and performance work statement, we will continue to consider innovative alternatives, and fully intend to propose them if applicable.

2. Capabilities

2. Is your company capable of performing the services described and would you be interested in submitting a proposal for the services identified above?

With a worldwide network of qualified partners spanning six continents and over 95 countries, GTS Group (GTS) is capable of providing specialized transportation solutions, including air freight, ocean freight, contract airlift, air charters, project freight management, and total logistics management. Over the past two decades we have earned the respect and repeat business of an exacting customer base by providing consistent service and unmatched attention to detail on every shipment. We would be interested in submitting a proposal to provide the services identified in the Request for Information Synopsis.

By leveraging the considerable expertise of our staff and partners, GTS combines the global logistics capabilities of a large company with the entrepreneurial spirit and attention to customer needs of a small, nimble organization. GTS is an ISO 9000:2001 certified company, a distinction that has helped earn the confidence and trust of numerous federal government agencies, preeminent corporations, and non-governmental organizations. In short, GTS delivers reliability to anywhere—every time.

3. Unable to Perform

3. If not, why? If so, briefly describe your capabilities.

As a full service logistics management company, GTS has the capabilities to perform the services identified in the request for information.

4. Recommended Contract Commercial Practices

4. What are the recommended commercial practices from a contract perspective for these types of services?

We suggest the following commercial practices:

- **Dedicated account managers** tasked with arranging all aspects of transportation services throughout transit, with a single lead agent.
- **Online reporting** to provide around the clock tracking through unique tracking numbers (i.e., ocean bill of lading, air waybill number, etc). In addition, we recommend secure login-access on the offeror's website, and daily status e-mails.
- **On site (local) account support** for immediate status updates and customer service. For example, GTS has established partnerships with various agents operating within

USTRANSCOM Market Survey - HTC711-09-NGLOCRFI

GTS Group, Inc

Page 2 of 10



GTS GROUP, INC.

Afghanistan, including Sun Construction and Logistics (Sun), a small business based in Kabul and Bagram with Afghani-American ownership.

- **Customer specific training programs** including training and assistance to transportation managers ensuring accurate exchanges of information and timely processing of all service orders.

In addition, we recommend the followings best practices for this program's transportation lanes:

- **Expedited cargo routed directly** by commercial air service into Kabul, Bagram, and Kandahar where the most frequent service is available.
- **Standard surface shipments** routed through Pakistan via Karachi with connection by truck.

5. Commercial Methods/Metrics for Monitoring Performance

5. What are the methods/metrics the commercial industry uses for monitoring performance?

The commercial industry uses International Standards Organization (ISO) quality standards to monitor performance. We recommend that the Government require an ISO certified company and monitor metrics such as:

- Transport on schedule (Air, flown as booked; Ocean, sailed on booked voyage)
- On time delivery
- Instance of loss or damage
- Service delays due to customs scrutiny or inspection
- Customer requirement compliance
- Customer satisfaction (quarterly review of satisfaction surveys)
- Operational costs on budget

We also suggest that each instance of non-conformance is monitored to identify areas for improvement and corrective actions.

6. Flexibility in Performance Work Statement

6. What flexibility in a performance work statement must the respondent have in order to propose the most effective and economical transportation operation?

We suggest performance work statement flexibility with best value shipping considerations (container size, shipping method, etc.) to provide the most effective and economical proposal.

7. Data Required from the Government

7. What data from the US Government would be required for a responsible response to develop a proposal to manage and operate inbound and outbound transportation requirements?

In order to provide accurate pricing and a detailed operations plan, the offeror will need the specific scope of the project. Factors include: origin location(s), projected type of cargo (particularly hazardous/non-hazardous), weight, dimensions, volume, transport method, import and export locations, and required transit time. In addition, it would be beneficial to be provided with the projected volume of cargo expected. Accurate indication of cargo flow will allow negotiations of space allocations with carriers, benefiting on-time transits and cost-effectiveness.



GTS GROUP, INC.

8. Potential Risks and Mitigation Strategies

8. Describe the risks/associated with this effort. How can the risks be mitigated?

We will initiate and meticulously follow a comprehensive risk management plan, which will include a prioritized list of potential risks and our plan to invoke mitigation or contingency strategies. Similarly, after going live, our business operations will be continually monitored to anticipate and avert possible problems. The following table highlights some of the potential risks of this project and the mitigation strategies for each risk. Additional risks will be provided upon release of the complete performance work statement.

Potential Risk	Mitigation Strategy
Hostile locations	Flexibility in route, scheduling, and transport method.
Environment concerns (weather, terrain)	A fleet varied in size and capability able to accommodate surge and/or weather demands, as well as on call capabilities to further supplement capabilities if additional equipment or personnel is required.
Changing circumstances (timeframe, destinations) lead to short lead times/turnaround	Precise coordination of operations teams, select contractor experienced in arranging such shipments within 24-48 hours lead-time with ability to adjust as necessary
Loss of communication with shipment en route to final location due to hostile location, changing environment or act of God.	An onsite partner in Afghanistan to provide personal oversight of delivery of shipment to final destination.

Table 1 Risk and Mitigation Strategies

9. Lost, Damaged, or Stolen Freight

9. How the company would provide ITV, security, and process claims for lost, damaged or stolen freight.

GTS and Sun share a 100% success rate with zero instance of loss of cargo. Cargo security measures are enhanced by the utilization of reliable carriers and established handling procedures that ensure that cargo has a reduced chance of any incidence, whether loss, damage or pilferage.

Various strategies can be employed to assure that cargo is protected from damage due to rough handling, inclement weather, or pilferage. These strategies are dependent upon the type of cargo and the means of transport. Primary constraints most often relate to the size and/or weight of the equipment. Cargo weight and height can face limitations for regular service to certain destinations, whereby break bulk or freighter services are required to accommodate the shipment. Whenever possible, services should be confirmed in advance to determine maximum size and/or weight limitations, and cargo should be packed accordingly, whether for air or ocean service.

Transit distance and type of shipment can also affect handling. Equipment moving a short distance to a metropolitan area in Europe will require different packing from equipment traveling a great distance to a remote, desolate area in the Middle East. Thus, materials are packed and protected more extensively for the additional handling the equipment will face in transit. Afghanistan is a prime example. Cargo from a United States origin has to route through several intermediary locations and transload multiple times often through several carriers' warehouse and/or equipment. At each point en route there is handling to load, offload, stage, store, load again, and ultimately offload at destination. For air shipments, typical cargo transiting Europe



GTS GROUP, INC.

moves via a single carrier with two stops en route. Cargo from the United States to Afghanistan has up to four or five stops en route between interline carriers. Then once the cargo arrives to its last hub or staging location, such as Karachi, Pakistan for surface shipments, the freight is loaded for transport via truck to final destination. As a result, the increased frequency of handling requires that the shipment be packed in such a manner that it can be adequately supported during repeated forklift/hoist, pickup, put down, etc., more than the average shipment.

Also to ensure tamper resistance and avoid potential pilferage, cargo can be masked while en route to ensure that anyone in view of the cargo cannot ascertain its contents or easily identify it as a high profile shipment. Primary measures to ensure a shipment is not conspicuous are to avoid use of any identifying markings on the exterior of all equipment, with over pack as necessary. And no markings with shipper or consignee names or addresses are included, only tracking reference such as bill of lading or Air Waybill number, which are only identifiable to carrier, shipper, and consignee representatives with a need to identify the shipment. In lieu of any markings, color coded markings (color spots) on crates can be used to further identify individual items within a shipment. Shipper and consignee personnel can then cross check items with a key or color chart created during the initial packing of the materials.

Finally, prompt handling of a shipment in a timely manner ensures a minimum of unnecessary downtime at any location, preventing the opportunity for damage or theft of materials. Sensitive shipments are delivered just prior to departure or carrier cutoff; a carrier may even adjust mandatory cutoffs to allow less lead-time for tendering cargo, with proper arrangements in advance. And all parties should monitor the shipment while en route to ensure prompt retrieval of cargo upon arrival at destination. By reducing the amount of time equipment is sitting around waiting, we can reduce the chances that anyone will tamper with it.

These extra measures ensure that cargo is handled carefully and security is maintained throughout transit. At the same time this accomplishes in transit visibility through constant communication with the carriers and single-source oversight of the entire logistics process. Status updates can be obtained from the respective carriers at any point while the cargo is en route, from the origin location, to the final delivery site.

Of course, inevitably there is the potential to face problems with any shipment, regardless of preventive measures taken. In the instance of any exception, proper documented evidence is collected from all parties involved and maintained on file. For lost cargo, GTS follows a systematic method to retrace the cargo and verify its last confirmed location. All cargo manifests are verified to confirm the last point the shipment was on the correct path, then to identify the possible misroute points. Once identified, all possible misroute locations are then verified by manifest for all cargo received during the timeframe. Every effort is made to find lost cargo considering the value of the equipment in terms of effort and procurement, not just commercial value, as well as the importance of ensuring that a shipment does not end up in the wrong hands.



GTS GROUP, INC.

In the event that cargo is finally declared a loss, GTS proceeds with the normal process of claim against the responsible carrier and/or third party. The Government then processes a claim against GTS. This allows GTS to remain the responsible applicant for the claim and reduces the involvement of the shipper. The claim is processed and reparation is awarded in accordance with the confirmed declared valuation of the cargo verified by the shipping documents on file. In the instance of a Government self-insured cargo, GTS will offer assistance during the claim process as a third party to the insurance process.

10. Teaming Relationship Management/Understanding of Regional Challenges

10. Description of company's teaming and relationship management with sub-contractors along with your company's understanding of the challenges and risks of operating successfully in the region.

GTS understands the importance of finding the best partners to assist us in meeting vital mission requirements. We have established strategic relationships with world-recognized airlift cargo providers—companies that service more than 140 countries and 900 airports moving tons of freight for their customers. We understand that management of project freight is a complex and finely choreographed task. Project management involves many diverse disciplines, such as engineering logistics solutions through working knowledge of cargo particulars, firsthand experience with the requirements of local customs authorities, transportation lanes, and the needs of a specific service order, all combined to achieve fluid and successful transport operations. This knowledge enables GTS to easily evaluate potential partners to ensure a like-minded philosophy, and validates our commitment to the subcontracting process. We will always seek to manage our efforts by employing only the best talent available.

We bring proposed partnerships with companies such as Sun Construction and Logistics (Sun). Based in Kabul and founded in 2006, Sun is a trusted partner of the United States Armed Forces with service contracts supporting forward operating base Fenty in Jalalabad, a United States Air Force-supported work zone in Kunduz, and the Kabul Regional Contracting Center. Sun supports International Forces in the re-development of Afghanistan with a staff of project managers, engineers, quality managers, technicians, drivers, guards and operators. Sun is a local Afghan-American company *and* an experienced government contractor.

We understand that the challenges of operating successfully in this region include: frequently hostile locations, transport of cargo of all types, short lead times/turnaround, changing destinations, and large, heavy cargo. Those challenges and risk mitigation strategies are included in Table 1.



GTS GROUP, INC.

11. Company Limits

11. Specific identification of any limits to company's capabilities.

As a full service logistics management company, we don't foresee any operational limitations that would impact our ability to perform this service.

12. Company Experience

12. Your company's experience in providing the services described above and its experience with an operation similar in size and scope to that described above. Include: The largest projects the company managed either as a prime or subcontractor including shipping volumes, total revenue, performance goal results, and other metrics with regards to pilferage, losses, percentage of RDD met, and how long the relationship lasted.

GTS handles multiple weekly charter flights from Northern Europe and/or CONUS through Central Asia on behalf of government and commercial customers. These operations typically carry vehicles, general cargo, and various dangerous goods. Charters originate from military and civilian locations in Europe and deliver to strategic locations in the Middle East and Central Asia. GTS maintains total oversight and control of the flights, arranging coordination of over-flight rights and landing permissions for both military and civil airports to achieve a high rate of on-schedule flights. Table 2 highlights GTS' expertise with projects of similar size and/or scope. We will provide more detailed past performance—including the expertise of our partners and subcontractors—upon solicitation release.

The table below briefly describes projects that are relevant to USTRANSCOM's needs.

Project	Prime or Sub	Volume	Metrics	Contract Date
Kabul Charter Operations	Prime	Weekly/Bi-weekly Flights	98% on-time performance	2002-present
		GTS has coordinated hundreds of charter flights utilizing various aircraft including Ilyushin 76TD and Antonov-124 aircraft with cargo originating from the US and abroad. Payloads have included all types of commodities and classifications of cargo, including secure and time-sensitive equipment and personnel, and oversized cargoes that can only be transported utilizing the AN-124's unique loading by on-board 20 ton crane lift and heavy weight capabilities for over 100 tons. GTS has arranged and supervised loading of secure cargoes loaded within 40-ft containers and oversized cargoes such as generators and helicopters.		
Passenger Charter into Afghanistan	Prime	Roundtrip flight from Tashkent to Kabul	On time arrival	2002
		GTS arranged the first chartered passenger aircraft via TU-154 for USG Contractor personnel to travel into Afghanistan immediately following the fall of the Taliban Regime in 2002. Despite tremendous liability and diplomatic obstacles, GTS was able to achieve successful on-time operation of the flight into and out of Kabul within 15 minutes of the schedule flight departure.		
Destination Services	Prime	Regular shipments, approximately 50 or more annually	Delivered on time at the time agreed with the consignee	2003- present
		GTS arranges and coordinates the clearance of inbound cargo for Afghanistan arriving by air and via ocean/surface transport into major locations Kabul and Bagram, as well as Kandahar and outlying areas in the central regions of Afghanistan. Direct services available include offload at OAKB, AMC, and JMMT ramps in Kabul and Bagram. Surface transport is routed through Pakistan or other routings as necessary. Deliveries to the final end user are then arranged immediately upon receipt of clearance. Capabilities include expedited delivery of small parcel with exclusive trucks, up to 20-ton deliveries via enclosed and open-top or flatbed trucks. Clearance is arranged as required utilizing local agents. Deliveries are coordinated with consignee and military base access as necessary. Deliveries can be accompanied by a range of escort service, from local escort to military convoy to armed private security firms.		



GTS GROUP, INC.

Project	Prime or Sub	Volume	Metrics	Contract Date
Intra-Afghanistan Transport Services	Prime	More than 20 annually	Delivered on time at the time agreed with the consignee	2004-present
GTS arranges and coordinates the movement of cargo within Afghanistan, such as building supplies and heavy equipment, supplies for support of personnel, relocation of assets and materials, as well as project cargo services to facilitate all aspects of freight movement for reconstruction of facilities. Services include local crane service and standard or specialized trucks depending on the nature of cargo, heavy or out of gauge. Deliveries can be accompanied by a range of escort services, from local escort to military convoy to private western security firms.				
Re-Export Services to CONUS	Prime	More than 10 annually	Delivered on time at the time agreed with the consignee	2005-present
GTS arranges and coordinates the movement of cargo within Afghanistan, such as building supplies and heavy equipment, supplies for support of personnel, relocation of assets and materials, as well as project cargo services to facilitate all aspects of freight movement for reconstruction of facilities. Services include local crane service and standard or specialized trucks depending on the nature of cargo, heavy or out of gauge. Deliveries can be accompanied by a range of escort services, from local escort to military convoy to private western security firms.				

Table 2: Company Experience

The GTS team has the ability to manage the size, scope and complexity of this program. Part of that ability is our established quality process. In 2003, GTS was certified under the International Standards Organization (ISO) quality standards. Our team has always endeavored to apply strict quality standards to the management of programs, so the challenge was not to learn quality, but to embody the ISO structure as our methodology for maintaining and measuring the quality of our work. Each April and October, our quality system is independently audited by the National Quality Assurance (NQA) Corporation, which conducts a thorough on-site inspection of our quality processes and system over the previous six months. NQA is an accredited ISO registrar, and each year has re-certified GTS while noting many positive areas in our quality system during their evaluations.

If a part of our process is identified for improvement a non-conformance report (NCR) is created and submitted to the department supervisor and the GTS Quality Manager for review and resolution. Corrective action is agreed upon by the management team and enacted. In the event that the proposed solution is not acceptable, the Quality Manager elevates the issue to senior management to ensure strict adherence to published standards. This defined methodology of correction and improvement allows us meet new challenges with confidence.



GTS GROUP, INC.

13. Recommended Commercial Pricing Structure

13. Your company's recommended commercial pricing structure for the operation described above. Break down pricing to normal delivery, retrograde of empties and retrograde of material out of Afghanistan separately. What are the major cost drivers?

We recommend that the pricing structure be broken down into specific terms, to differentiate the various components of the total door to door service. The main components of the total service include, but are not limited to:

- 1) Pickup of the freight from origin
- 2) Export clearance, as applicable (not applicable for US origin)
- 3) Documentation
- 4) Freight costs
- 5) Insurance, as applicable
- 6) Destination services (clearance and handling)
- 7) Duties and taxes/VAT, as applicable

Structuring the total price to identify total pricing by its individual components will allow the service to be more easily compared and crosschecked for accuracy and fair pricing. The pricing can vary greatly depending on the mode of transportation, as well as the time sensitivity of the cargo (total time frame, standard versus expedited, etc.). Also, a key factor that applies, which would otherwise not be identified by all inclusive pricing, are carrier-imposed security fees and fuel (bunker) surcharges, which are particularly important considering the ever-adjusting variance of fuel costs currently being faced in this and all industries. It is the industry standard for these charges to be passed on at cost. Individual pricing allows these costs to be easily seen and verified to their current levels, reducing the chance for any service provider to participate in price gouging or any other form of unfair business practice.

Per-component pricing can be further described by specific pricing, such as per container, per weight/measure (volume), per kgs rate, etc., as applicable depending on the transportation mode. This further allows a detailed review of service and pricing, and comparison of similar services provided, as well as a quick determination of adjusted costs if there is a slight change to the shipment particulars whereby charges are simply prorated on the individual prices given.



GTS GROUP, INC.

14. Recommended Incentive Provisions

14. Recommended incentive provisions to motivate performance that will meet or exceed the goals of this effort (for example RDD, cargo loss metrics, ITV).

GTS looks forward to working with the government to develop incentive programs that motivate performance to meet or exceed the goals of this effort. Potential incentive provisions include:

- Government tracking system input and billing accuracy. Calculated by dividing the number of error-free inputs into Government tracking system by the total number of Government tracking system inputs in the period.
- On-time departure and/or arrival ratio: Calculated by tracking actual departure and/or arrival time versus planned scheduled time(s).
- Cargo damaged ratio: Calculated as a ratio of total cargo delivered intact versus cargo damaged.

15. Limiting Factors

15. What limiting factors, if any, exist?

GTS does not perceive any limiting factors.

16. Other Concerns/Comments or Recommendations

16. Are there any other concerns/comments or recommendations?

GTS has a wealth of experience supporting the Government in the efficient movement of cargo. We would be honored to share our experience and expertise with USTRANSCOM as you move forward with the development of a solicitation and performance work statement, and we look forward to the opportunity to work with you in the future.

Company Overview

Comtech Mobile Datacom Corporation (Comtech) is a leading worldwide provider of secure, satellite-based, on-the-move tracking and messaging solutions, and network services to Military, Government, and Commercial customers. Comtech's end-to-end satellite-based solutions include earth stations located strategically around the world, leased L-band satellite capacity, Network Operating Center packet switches, ruggedized mobile terminals, and tailored software to meet and support its customers' critical needs.

L-band satellite service is considered a communications standard for mission-critical force tracking applications due to L-band's inherent reliability and resistance to environmental interference. This makes L-Band service a premium commodity – and typically the single highest recurring cost in satellite-based force tracking systems. To maximize L-Band channel capacity and hence, minimize L-band satellite bandwidth costs, Comtech has vigorously pursued internal research and development projects targeting promising technologies for improving channel capacity efficiencies on both the Return Link and the Forward Link.

This rigorous telecommunications research and development program has propelled Comtech to the forefront of a new generation of compact mobile communications platforms and technologies delivering order of magnitude improvements in network throughput and bandwidth utilization.

Comtech is a wholly owned subsidiary of Comtech Telecommunications Corporation, a publicly traded telecommunications company (NASDAQ: CMTL) headquartered in New York.

Performance Credentials

Comtech is the prime contractor for the U.S. Army's Movement Tracking System (MTS), the premier satellite system used by Army Logisticians for vehicle tracking, mapping, and messaging.

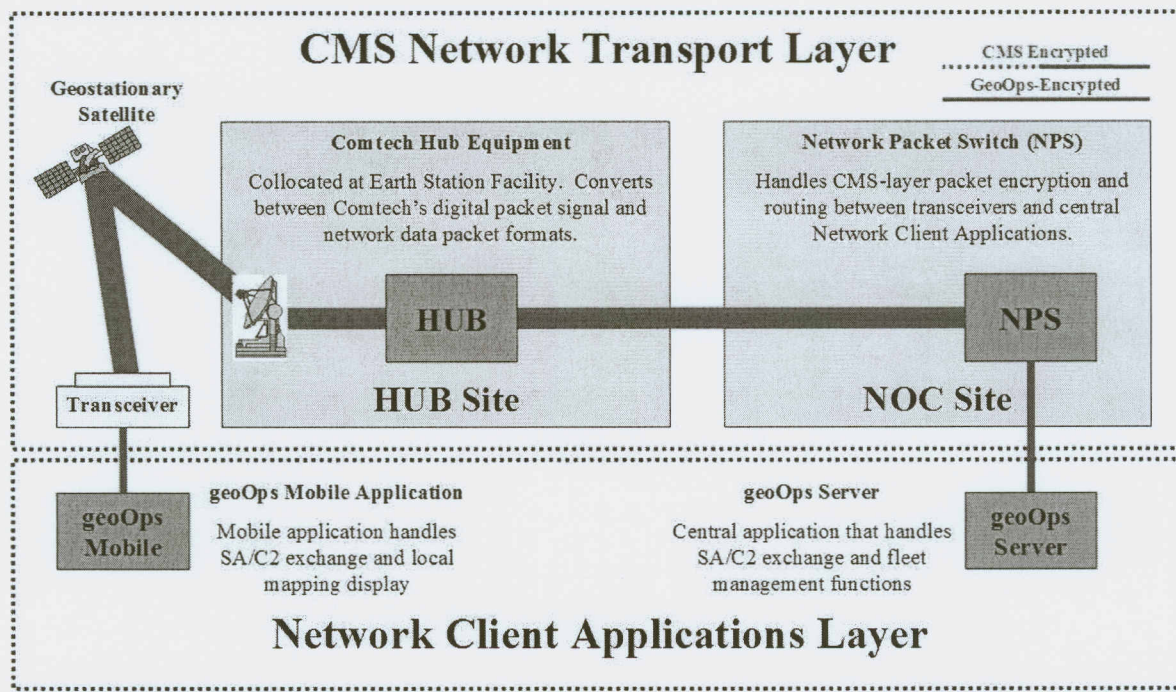
Under its contract with the U.S. Army, Comtech provides ruggedized and control station computers, satellite transceivers, worldwide satellite bandwidth, network services, engineering development, installation, training, and field support.

Additionally, Comtech is a prime contractor for the U.S. Army's Force XXI Battle Command Brigade and Below — Blue Force Tracking (FBCB2-BFT) program, a battle command real-time situational awareness and control system. Under its contract with the U.S. Army, Comtech provides worldwide satellite bandwidth, terrestrial vehicle and aviation satellite transceivers, and engineering development.



Comtech Network Technology

The primary elements of the Comtech Messaging System (CMS) Network transport layer are the Network Packet Switch (NPS), the Earth Station (Hub) equipment, and the Transceiver. Network Client Applications use the transport layer to provide communication solutions for a user community.



Basic Comtech Messaging System Network Architecture

The CMS architecture places a heavy emphasis on *maximizing network availability*. Accordingly, CMS networks are typically implemented based on a philosophy of Concurrent Operational Redundancy (COR). In COR architecture, redundant components are *concurrently operated as equals* with each element performing as much of the full functionality as possible. The basic tenets of the COR philosophy is as follows:

1. Single points of failure are eliminated to the maximum degree practical.
2. Redundant components process traffic in parallel to the maximum degree possible. The concept of a *primary* versus *backup* component is eliminated wherever possible.
3. Network applications are designed to take advantage of redundant network components and connection points.

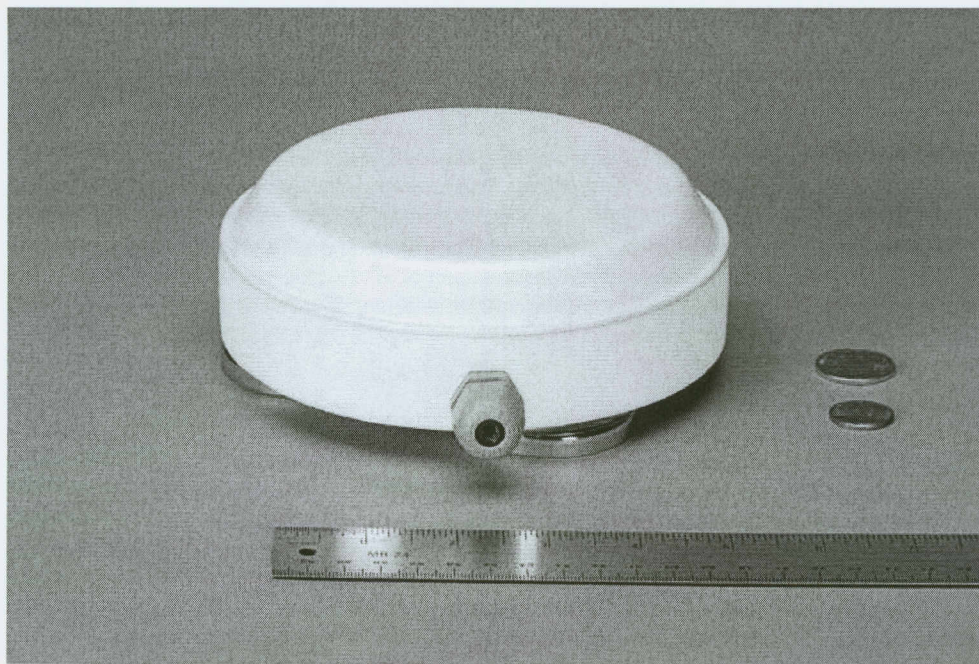
In accordance with COR architecture, Comtech outfits its service facilities with at least two of every traffic-bearing component. Inter-facility communication is also serviced using concurrent/redundant links (most typically a VSAT link paired with an Internet-VPN link). CMS network traffic is routed concurrently over both links so that there is no explicit need to reroute if a link fails. Using these combined practices, Comtech typically maintains a network service availability rate exceeding 99.9%. With CMS architecture, the COR philosophy may even be extended to include concurrent parallel Network Operation Centers (NOCs) – and/or to provide a critical operating theater with L-Band satellite diversity.

The Comtech NOC located in Maryland is the focal point for monitoring and management of some of the largest military satellite mobile tracking and messaging systems in the world. This NOC operates 24x 7x 365 and is staffed with technical support personnel that have undergone extensive security background checks. NOC personnel actively monitor all Comtech network facilities – including Hub sites, COOP (Continuity of Operations) sites, and relevant customer facilities (where requested/ permitted)

Comtech Transceiver Technology

Comtech's newest transceiver is the CMT-500. The advanced technology in the CMT-500 provides a dramatic increase in L-band throughput capacity over Comtech's legacy technology on the forward link. While it represents the next generation of advanced mobile L-band transceiver design, it incorporates Comtech's years of experience with the battlefield-proven MT-2011 family of transceivers. The MT-2011 is the "workhorse" of the US Army Movement Tracking System.

The CMT-500 has a very low profile and delivers a number of feature enhancements over its predecessor, the MT-2011 transceiver. It is an integrated L-band satellite transceiver and GPS receiver. In conjunction with Comtech's packet data hub, the CMT-500 can operate anywhere in the world utilizing the services of multiple L-band satellite providers. Its compact form factor is approximately 15 cm in diameter by 4.5 cm high (5.5cm high with magnetic mounts), with a sealed cable extending from one side. It provides latitude and longitude with an accuracy of better than 10 meters, as well as speed, heading, and altitude information. Most CMT-500 system parameters are Over-The-Air (OTA) configurable when the unit is online. This reduces operating cost by minimizing or eliminating the need to touch the transceiver to make routine changes.



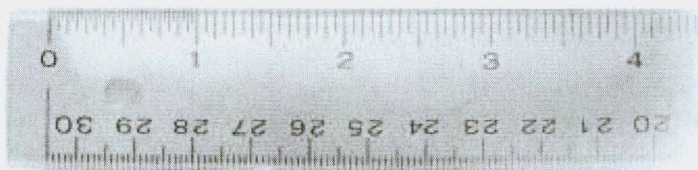
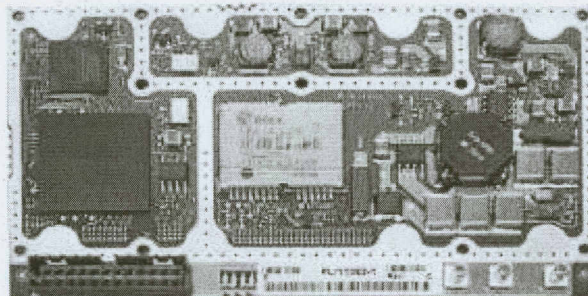
Comtech CMT-500 Compact Transceiver (shown here with magnetic mount)

The CMT-500 is designed to operate between -40 and +65° C (storage temperature range between -50 and +85° C). This transceiver is presently being tested by the United States Army to ensure that it meets all of its requirements for operation on combat vehicles, including US Military



Standard 810F covering environmental ruggedness and survivability under hostile conditions. Testing includes a one-meter submersion test and extended exposure to dust, rain, salt, and fog.

The CMT-500 is built around Comtech's miniaturized MTM-203 L-band transceiver module. This module utilizes state-of-the-art technology to minimize size and weight. This small form factor makes the MTM-203 transceiver an intelligent resource for battlefield applications.



Comtech MTM-203 Miniaturized Transceiver Module

The MTM-203 transceiver crypto module is an embedded component of the MTM-500 and other Comtech transceiver models. It is certified by the US National Institute of Standards and Technology (NIST) as **FIPS 140-2 Compliant** for use with sensitive information. This provides an additional level of security at the transport layer for all messages.

This briefing introduces some of the key elements of Comtech's mobile satellite-based communications solutions. Please contact us for additional information on these and other related areas of interest.



CROSS PORTS EUROPE

International Freight Forwarding

PO Box: 663, St. Albans

London, U.K

Tel: +44 (0) 1727 828899

Fax: +44 (0) 1727 825588

E-mail: crossports@europe.com

27/10/2008

Dear Sirs/Madams,

We are pleased to find the opportunity to submit our point of views and proposals based on 29 years experience working in the field of International Freight Forwarding to/From Afghanistan, Middle East and Central Asia. (Please find attached short briefing about activities along with a certificate from ACCI/Kabul).

Our ability to meet your requirements:

As you are well aware, Afghanistan is land locked country lacking a proper transportation infrastructure. Furthermore the absence of security and presence of criminal elements is known to have a detrimental effect to the transport and logistics sector.

Having studied the routes detailed in the RFI, there are several specific routes connecting Afghanistan to the rest of the world, understandably through neighboring countries:

- a) Via Karachi/Jalalabad to East of Afghanistan,
- b) Via Bandar Abbas/Iran to the West/South East of Afghanistan, (to Islam Qala/Herat, and via Nalok/Baluchistan to Nimrooz/Afghanistan)
- c) Via Uzbekistan by Rail to (Termez/Galaba/Hairaton) to the North
- d) Via Turkmenistan by trucks to Mazari Shaif (North)
- e) Via Turkmenistan by Rail to Tourghundi (West of Afghanistan/Herat)
- f) By Air from Dubai to Kabul and Kandahar, Herat, Mazari Sharif & some more provinces where there are air port

Note: all connection via Central Asia (Uzbekistan, Turkmenistan) to Hairaton & Tourghundi can be arranged from Bander Abbas (Iran via Sarakhs) & Poti (Georgia) as well as via Russian Ports, but Poti Port is modernized for a prompt handling of the cargo.

The shipment of commodities from Northern Europe and the United States can be arranged subject empty containers are returned back to the port. This will help avoid shortage, pilferage and damage of cargo during cross-stuffing. As for break bulk shipments, we may be able to find a break bulk carrier ex Northern Europe but we may face difficulties ex USA.

In response to your questions, kindly note:

1. We can arrange collection of cargo from load point and deliver to main destinations in Afghanistan where roads exist and security can be arranged. The indicated transit time of 30 – 45 days can be met from Northern Europe, but is likely to lengthen from the United States
2. Can arrange up to 10 containers trans-load points in Afghanistan.
3. Can retrograde material back to Europe or CONUS on return trip.
4. The cargo to be insured by supplier/shipper not by us.
5. Cargo being handled will be regularly monitored and tracing reports can be provided. We may arrange check-points.
6. If we are appointed as your Through Transporter, we will have to sign an agreement mentioning all points including RDD and we will be responsible against our obligation. However bearing in mind the potential for force majeure circumstances to arise, man-made or natural, our aforesaid obligation or liability will be mitigated.
7. Can arrange direct delivery for exclusive shipments subject to received advance instruction from your side enabling to arrange port documentation prior to arrival of cargo and keep reserve the necessary trucks.
8. Where possible, can be arranged.
9. As a private firm, we use our experience working since Soviet time in Afghanistan to date. It means to select reliable transport/drivers, special documentation and not allow the criminals to infiltrate inside transport companies we are using. But some time even these are not enough and need security force to escort the caravan which we need to seek your cooperation.
10. Can accept increases in shipment, but please note substantial increases will lead to higher transportation charges, this is normal once the transporters knows that there in the port more cargo and congestion are, they are increasing their charges.
11. Please refer to No. (9), plus also take into consideration the present tense situation in Afghanistan.

Re: Market Survey for USTRANSCOM

Please note our following comment:

1. Kindly note there are no other routes connecting Afghanistan to the rest of the world except those already mentioned above (via Uzbekistan, Turkmenistan, Karachi, Iran and Air Lift from Dubai)
2. Yes, We are interested to participate in this tender but subject to the terms and conditions both parties agree up on.
3. Having experience of 29 years working to/from Afghanistan during war situation, having office in the region, good relations with sea, land carriers, and familiar with language, & culture of Afghan People, know all geographic location in the country are the plus points which enable us to offer a good service compare than a foreign company.

4. To avoid port congestion and therefore higher transportation charges, it is recommended to divide the shipment in smaller palatable portions. It is a common practice if the carriers become aware of the actual quantity they may raise their prices/charges and we may be obliged to comply else incur port demurrage charges which increases on a daily basis, consequently adversely affecting the transit time and contractual obligations outlined in the eventual agreement.
5. Please note to monitor performance of the service provided; efficiency, delivery, collection and tracing reports can be provided
6. An established multi-model freight forwarding enterprise with approximately 30 years experience in the field, particularly with shipments to and from Afghanistan, Central Asia and Middle East, familiar with legal stipulations of customs and transport rules, culture and language and endowed with capable employees, positions us as an efficient and effective organization.
7. Advanced notice and accurate planning for loading inbound and outbound traffic, a responsible department/ person(s) who is/are fully experienced with such traffic has to be reachable on time due to time difference between USA, Europe and Asia, this department/person must be responsible and decisive even over the phone without exchanging e-mail communications since in Afghanistan due to lack to electricity and congestion of communication it takes some time more than a day to communicate
8. We are able to deliver the cargo to each and every main city and village in Afghanistan where the road and security exists. As you are well aware the main risk presently is the lack of security created by Taliban and other bandit groups. This risk can be avoided by creating reliable sources of intelligence in the region as well as arranging an experienced team of security to escort the cargo not only by land but in some cases by air. Notably need modern communication facilities if there are feeling any danger to alert immediately to central security departments to reach on time for safeguard cargo.
9. As per practice the process of claims for the loss/ damaged or stolen goods can be certified by relevant Police and local authorities. We can hire security experts / surveyors to evaluate the case. After the accident, evidence can be forwarded to yourselves and the insurer certified by the relevant authorities.
10. We believe we are talking about handling your shipment to/ from Afghanistan where war, robbery and many other criminal activities are rife. Therefore what we can promise is to select reliable road carriers and ensure the opposition does not infiltrate the drivers and pass information, to issue waybill that cargo are non-military.
11. Our ability to operate over 30 years in a profitable manner shows the company is without any limits
12. As an international freight forwarder we have moved thousands of containers of commercial cargo to Afghanistan and also United Nations humanitarian assistance to Afghanistan for a 12 month period, but quit due to the untimely freight payment, conflicting with the terms and conditions set out in the agreement.
13. Pricing indication can be offered once we are notified of the load points in the country of origin, port of sailing, port of discharge, mode of transport and final destination inside Afghanistan.

14. Selecting reliable transports and drivers with no links/ relations to bandits, arranging an active and experienced security force for escorting the shipment/caravan to those destinations which considered as "risky zone". Arranging check points to register all details of trucks and crossing time to eventual destination.

15. In a country such as Afghanistan with a violent history, the situation can turn for the worse at a moment's notice given the unpredictable nature of the environment

16. Accurate coordination between shipper/supplier with country of origin, on time preparation of custom and other documentations, active coordination with port of discharge, reserve trucks, wagons and other mode of transport, well trained and active staff inside Afghanistan whom must be in regular contact with concerned parties involved in this project and reporting to the head office in spite of time difference between the countries.

Above views has been explained to you based on the best of our knowledge and experience and cannot be held responsible if the situation changes.

Above was a brief reply to your cargo transportation to/ from Northern Europe or CONUS to/from various locations in Afghanistan. While we remain at your service, expecting your kind instructions.

(b)(6) ours,
 (Director)

13
November
2008

USTRANSCOM Market Survey/RFI: Transportation of Cargo from Northern
Europe to/from various locations in Afghanistan

Request for Information (RFI)

USTRANSCOM Market Survey

*Transportation of Cargo from Northern Europe to/from
various Locations in Afghanistan*

Group Daher

Industrial and Defense Division

Attn: (b)(6)

Orlyt

91325 Cedex

France

Tel : +

Fax : (b)(6)

Email

Or

Cheval Rouge LLC

Attn: (b)(6)

9613 Tinsmith LN

Burke, Virginia 22015

Tel : +

Cell: + (b)(6)

Email :

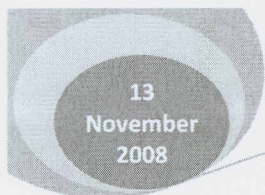


Table of Contents

Interest 3

Company Overview 3

Innovative Route Alternatives meeting Requirements 4

- Northern Europe to Afghanistan using the Black Sea Route with Rail and Road...
- Northern Europe to Afghanistan using the Turkey Route with Rail and Road...
- Northern Europe to Afghanistan using the Trans-Russia Rail Route.....
- Northern Europe to Afghanistan via Dubai using Ocean / Air Combo...
- Northern Europe to Afghanistan Air Direct Service...
- Northern Europe to Afghanistan via Turkmenistan (should transit rights become available)
(Line Haul via Turkmenistan is our recommended Truck Route)

Capabilities 14

- Past Performance / Experience
- Commercial Relevant Practices
- Metrics / Performance Measures
- Flexibility in the Performance Work Statement
- ITV, Security and Claims Processing
- Timing Factors

Teaming and Subcontracting 16

Conclusion 16

Interest

Our company is interested in submitting a proposal that meets the requirements of this solicitation. We have the capabilities and experience to perform the services as described.

Company Overview

Founded in 1863 as a maritime and industrial transport company, Daher remains true to its roots and has grown to one of the largest project logistics companies in the world. As a European based integrated equipment and services supplier, Daher combines state-of-the-art technologies with expertise in high added-value services. With a presence in four industrial sectors, Aerospace, Defense, Nuclear and Automotive, DAHER offers a comprehensive package of services that bring together its three fields of expertise: manufacturing, services and transport.

With significant annual growth, including 2008 revenue of 610 million Euros (\$860 Million), Daher demonstrates its strength as one of the leaders in the industry. The company operates 84 facilities in 12 countries. It has over 5,000 employees with 1,200 outside France. To meet the "Total Quality" demands of its customers; safety, security and quality are an integral part of the end-product delivered. This is validated by the company achieving certifications in the following categories ISO 9001, ISO 14001 and OHSAS 1800.

The company is a significant player in the Aerospace Industry. It performs transport services, manufacturing of parts and accessories for Aircraft, as well as performing actual installation of components on assembly lines. These services are provided to Airbus, Aircelle, EADS, Bombardier, Dassault as well as the majority of European manufacturers.

The company also provides international logistics services with a specialty in military oriented logistics under difficult circumstances. These services are provided in Africa, the Middle East, the former Soviet republics and Central Asia. They currently have a large mission and on-site presence supporting the French and Italian Forces as well as the giant French company THALES in Afghanistan. Daher is a predominant supplier of outsourced multimodal logistics to most European Military Forces by Air, Sea and Land (rail and line-haul). It has supplied the 4,000 soldiers on the French military base in Chad through the Cameroon corridor for decades using a combination of block trains, chartered cargo air and block road convoys. It has experience supporting the United Nations on Central Africa Republic and Democratic Republic of the Congo deployments in Africa. Logistics in support of foreign military sales are provided to over 30 countries.

Many of these concepts have been used in supporting commercial industrial projects in developing countries. Daher has provided project logistics for American companies including AES and Exxon Mobil under austere conditions. The company has extensive experience in providing similar services to French construction giant, Bouygues – a \$13 Billion Company, in Kazakhstan. These transport services are very similar to the requirements of the solicitation. In addition, the company has 100+ personnel in its Russia operation.

All of these experiences are directly related to the requirement at hand...

Innovative Route Alternatives Meeting Requirements:

Daher has provided and currently provides extensive logistics services to the Caucasus and Central Asia from its Northern Europe base of operations. Daher has teamed with Cheval Rouge LLC, a US based service-disabled veteran owned small business founded by former Army officers, with extensive experience in international logistics. Cheval Rouge has previously provided logistics consulting on Daher projects and is providing a US military flavor to this analysis.

As per the requirements of the RFI and the limitations listed in the Q&As posted, we have examined and provided the following alternatives (Note – Northern European Routes can originate on the USA East Coast or West Coast via “stacktrain” service.)

- Northern Europe to Afghanistan using the Black Sea Route with Rail and Road...
- Northern Europe to Afghanistan using the Turkey Route with Rail and Road...
- Northern Europe to Afghanistan using the Trans-Russia Rail Route...
- Northern Europe to Afghanistan via Dubai using Ocean / Air Combo...
- Northern Europe / Global Locations to Afghanistan using Direct Air Service...
- Northern Europe to Afghanistan via Turkmenistan (should transit rights become available)

Ocean transport from the USA to the Northern European Port will be arranged by our USA freight forwarding partner. Our preferred ocean port would be the Port of La Havre but we have presence in other North Atlantic European Ports. Existing government ocean shipping contracts can be used, if required. In-country drayage from shipping points such as DDSP and DDJC can also be arranged as per the specifics of the RFP. Daher is a “General Agent” of Volga-Dnepr Airlines and can arrange air container transport for time sensitive, heavy, outsized or security specific cargo. This cargo can originate from Afghanistan, Northern Europe, the USA or any global airfield meeting aircraft landing specifications.

The limitations in the Q&As regarding exclusion of transit agreements with Iran and Turkmenistan have been included in our alternatives. It is also understood that transit through Russia is only for Rail. If Pakistan is excluded as per your question 12, we do not see a viable Asia option other than routing USA West Coast traffic through the Northern European alternatives we are proposing. Naturally, much more detail will be provided in the RFP but the following analysis of routes should provide a general understanding of our concept of operation. The following pages include a series of maps that will be referenced in our route descriptions.



Figure 1 – Predominate Rail Routes in Central Asia

a) Northern Europe to Afghanistan using the Black Sea Route with Rail and Road...

Option 1 – This is one of two alternatives that does not transit Russia. This option uses Block Train/Rail from Northern European Atlantic Ports to transit Europe on the Trans Europe Corridor 7 (see figure 3). It includes a Black Sea transit by rail ferry to Poti Georgia. Block Train/Rail is used to transit across Georgia, Armenia and Azerbaijan to Baku, Azerbaijan. Rail marshalling and transfer will be required to accommodate rail gauge differences. Truck (Line haul) would use the European Road network to the appropriate Black Sea transit port. Figures 2 and 4 provide map details for the following two sub-options.

- Option 1a (Rail)... Sea transit from Baku to Aktau, Kazakhstan for Rail... Block Train/Rail on E592/E597 through Kazakhstan to Uzbekistan (Container Transfer Point in Termez, Uzbekistan)... Transfer from Rail to Truck for onward line-haul to Afghanistan locations.. Use of Block Truck Convoys as per Daher procedures developed in Cameroon / Chad operation would reduce risk in theater.

Option 1b (Road)... Sea from Baku to Atyrau (Gurjev), Kazakhstan for Road (Truck line-haul with Block Convoys used if warranted)... Road via E40 through Kazakhstan to Uzbekistan (Container Marshalling in Termez). Truck for onward line-haul to Afghanistan locations. Use of Block Truck Convoys as per Daher procedures developed in Cameroon / Chad operation will reduce risk. [Traditional route is through Turkmenistan. Information provided separately should transit rights become available.]





Figure 3. Trans-Europe Corridor 7

b) Northern Europe to Afghanistan using the Turkey Route with Rail and Road...

Option 2 – This is the second of two options that does not transit Russia. This option uses Block Train/Rail and Truck (line-haul) from Northern European Atlantic Ports to transit Europe. The rail option uses rail route E95 through Romania and Bulgaria to Turkey. Rail Route E95/ E695 and E60 are used to transit through Turkey and on to Georgia, Armenia and Azerbaijan with a final destination of Baku, Azerbaijan. Rail marshalling and transfer will be required to accommodate rail gauge differences. Truck (Line haul) would be France to Italy by Road, Italy to Turkey by ferry, and Turkey to Baku by Road. Figures 2 and 4 provide map details for the following two sub-options.

- Option 2a (Rail)... Sea transit from Baku to Aktau, Kazakhstan for Rail... Rail on E592/E597 through Kazakhstan to Uzbekistan (Container Transfer Point in Termez)... Transfer from Rail to Truck for line-haul to Afghanistan locations.. Use Block Truck Convoys as per Daher procedures developed in Cameroon / Chad operation.
- Option 2b (Road)... Sea from Baku to Atyrau (Gurjev), Kazakhstan for Road (Truck line-haul with Block Convoys if warranted by security)... Road via E40 through Kazakhstan to Uzbekistan (Container Marshaling in Termez)... Truck line-haul to Afghanistan locations... Use of Block Truck Convoys as per Daher procedures developed in Cameroon / Chad operation reduce risk.

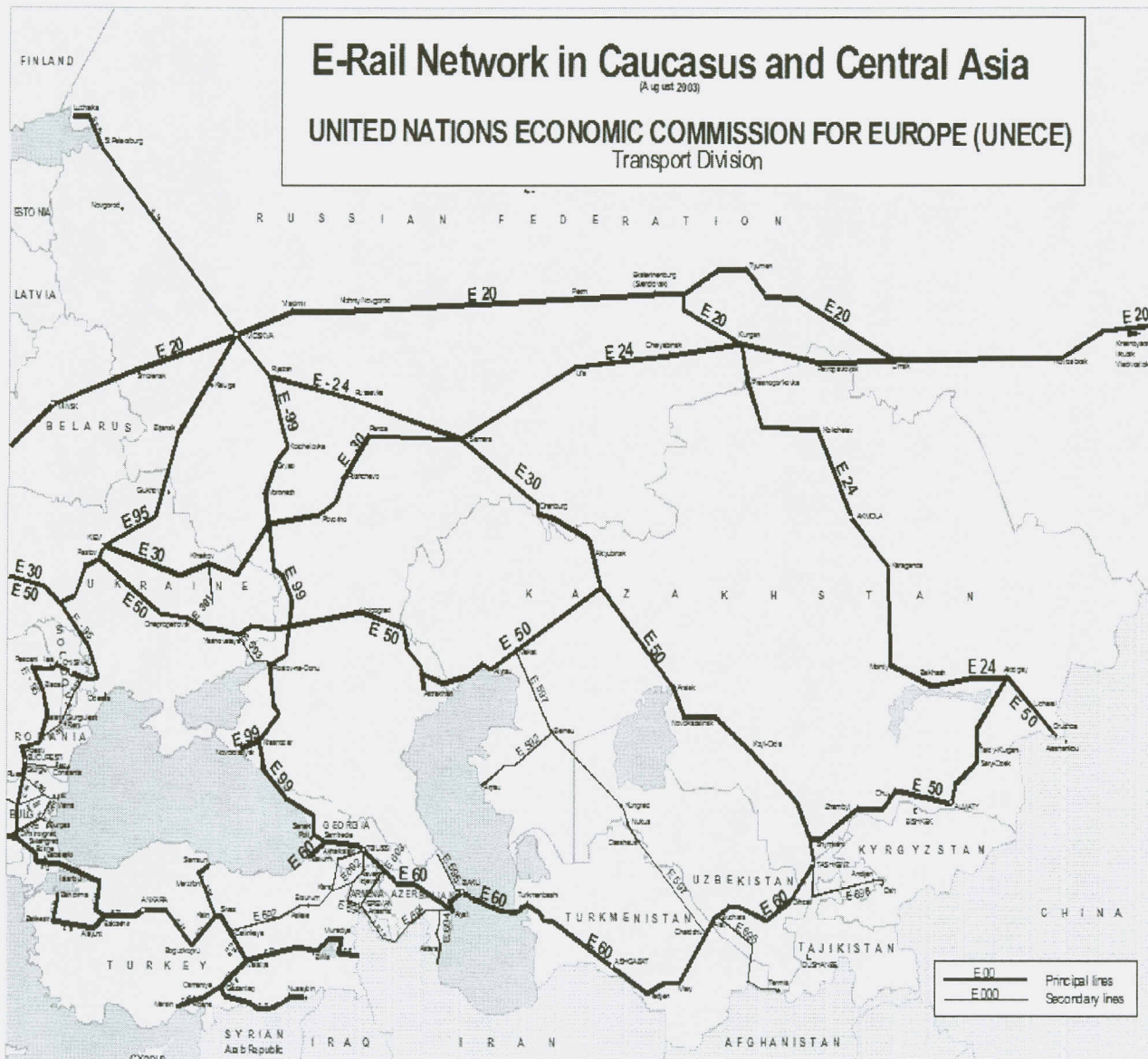


Figure 4. Rail Network in Caucasus and Central Asia

c) Northern Europe to Afghanistan using the Trans-Russia Rail Route...

- Option 3 – This is the only alternative that transits Russia. It is important to note that this option has risks associated with difficult weather conditions particularly in winter. Due to frequent delays on track sidings, perishable and sensitive shipments may need to use other routes. This option will have to have special handling to maintain block train integrity. With this said, the approach would be to Block Train/Rail from the Northern European Atlantic Ports through Switzerland across Europe to the Border of Russia. Containers will have to be transferred from European rail flatcars to Russian rail flatcars that can transit the Russian specific rail gauge system. Daher will establish a marshalling yard at the border to perform this function. Escorts may be required to insure block train integrity across Russia. Once uploaded on Russian flatcars, Block Train / Rail will be used to transit via E20 toward Moscow and then onward to Central Asia. Rail routes E24, E30, E50 and E60 will be used to transit through Russia, Kazakhstan and Uzbekistan (Container Transfer Point is used at Termez since there is no rail service to Afghanistan). Transfer from Rail to Truck for line-haul to Afghanistan locations. Use of Block Truck Convoys as per Daher procedures developed in Cameroon / Chad operation reduce risk. Figures 5 and 6 provide additional Route details.



Figure 5: Trans-Russia Rail Route

	Depart France			
	Tajikistan	Kirghizstan	Uzbekistan	Afghanistan
	<i>Duchambe</i>	<i>Bishkek</i>	<i>Tashkent</i>	<i>Kabul</i>
Transfer	-	-	-	Termez
Advance Notice	5 days	5 days	5 days	5 days
Transit time	29 days	27 days	28 days	32 days
Free time	48 hours	48 hours	48 hours	48 hours

Figure 6: Trans-Russia Rail and Road Transfer – Transit Times

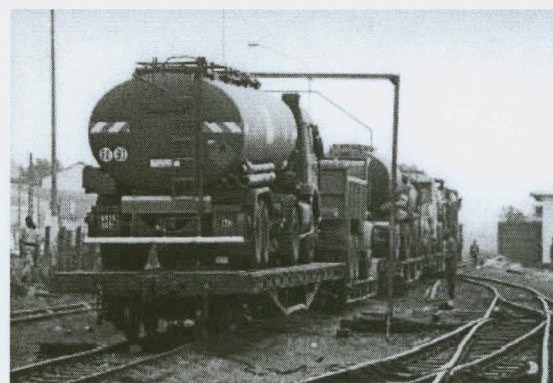
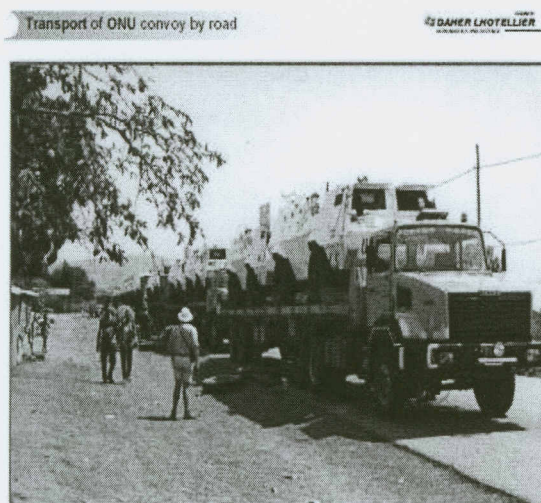


Figure 7. Examples of Daher Block Train / Block Truck Convoys in Developing Counties

d) Northern Europe to Afghanistan via Dubai using Ocean / Air Combo Operations...

Option 4. This is a reasonable cost with low risk option that is being used by Daher to transport communication equipment from France to Afghanistan for the military industrial giant, THALES. It uses ocean transport from Northern European Ports to the Port of Dubai and then uses IL-76 transport aircraft to fly these communication shelters into Afghanistan. Three (3) ISO containers per aircraft can be transported. In the case of THALES, sensitive equipment is brought closer to the end-user requiring less road (line-haul) transport. Initially, THALES used the Direct Air option but saved about 60% of the cost using this option. The transit time is normally between 25 to 30 days.

e) Northern Europe / Global Locations to Afghanistan using Direct Air Service...

Option 5. This is the option with the least risk but is the most expensive.. It may not be feasible to move the volume of containers anticipated as required by this solicitation. However, it is an option for time sensitive or security sensitive cargo. Since 2007, Daher has transported over 400 secure communication shelters and/or TEU containers into Afghanistan for THALES. These containers were transported to over 65 Point of Presence locations with most of these being in isolated locations outside International Security Assistance Force (ISAF) bases. These were direct flights from France into the five main airports in Afghanistan. Order ship time was 5 days --- door to door ---with 98% shipment reliability. Daher has been providing similar support to the Italian Minister of Defense using this option. Daher provides a weekly channel flight from France to Afghanistan for the French Army. These flights normally use the IL 76 as the air cargo platform.



Figure 6. Daher is a General Agent for Volga-Dnepr Airlines... Daher uses AN 124 and IL 76 aircraft to support European Ministers of Defense in their outsourced logistics.

f) Northern Europe to Afghanistan via Turkmenistan (should transit rights become available) --- Recommended Truck Route

Option 6 – This option does not transit Russia and is the traditional line-haul route used by Daher to reach Afghanistan. The truck drivers we use know this route and in particular all border crossings as well the local customs officials along the route. We have moved over 1000 forty foot ISO containers as well as over 600 full truck loads of palletized cargo using the route. This included Class I (subsistence) in chill and freeze configurations which met all European veterinary and phytosanitary standards. If transit rights become available we would suggest this route for Line-Haul operations. Truck (Line haul) would be from France to Italy by Road, Italy to Turkey by ferry, and Turkey to Baku by Road. Figure 8, 9 and 10 include graphic presentations of this option. In general, the route from Turkey includes the following points in the different countries:

- ✓ Georgia : Batum
- ✓ Azerbaijan : Kirmizikopru
- ✓ Turkmenistan : Turkmenbashi
- ✓ Uzbekistan : Alht (also called Alat)
- ✓ Tajikistan : Sariasya or Bekabad
- ✓ Kazakhstan : Yallama
- ✓ Kyrgystan : Chaldovar or Dostuk
- ✓ Afghanistan : Hayraton (also called Herat)

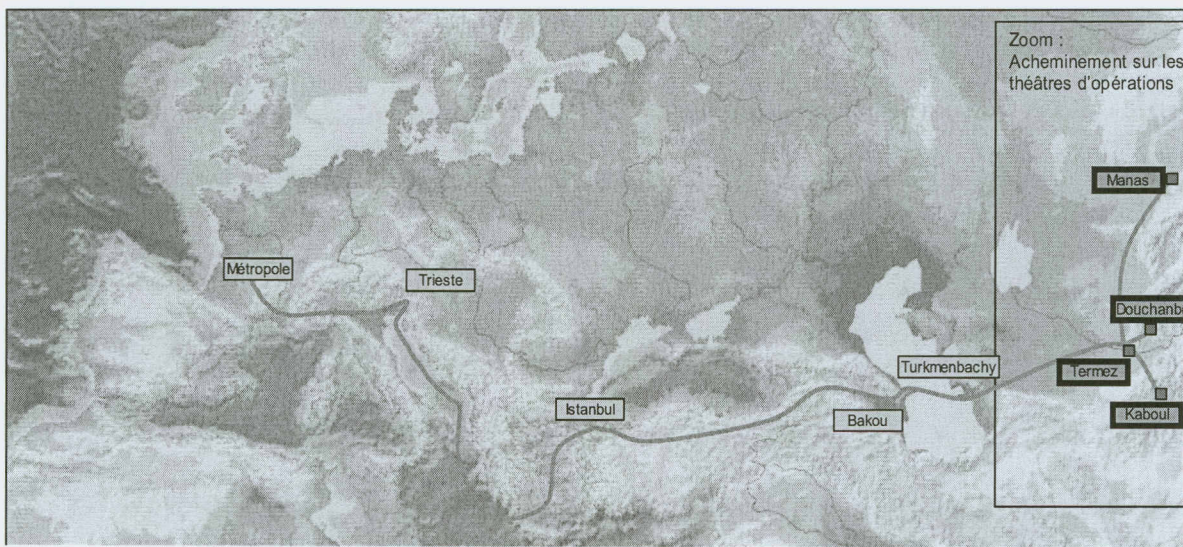


Figure 8. Traditional Line-Haul (Truck) Route from Northern Europe to Afghanistan via Turkmenistan – Recommended Truck Route

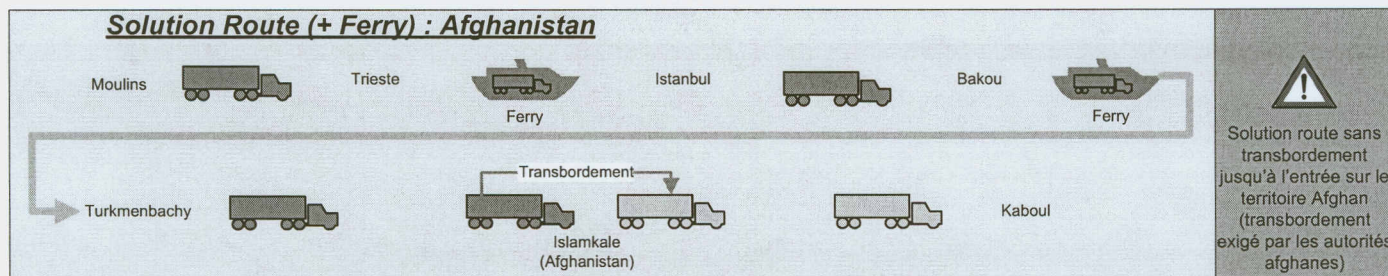


Figure 9: Graphic Depiction of Route via Turkmenistan – Route is uninterrupted until the border of Afghanistan which is controlled by Afghanistan officials. Adjustments to route and local line-haul are made by our on-site representative at the border. (Moulins is Daher's Depot Terminal in France– Consolidations are available at the depot if needed.)

	Depart France			
	Tajikistan	Kyrgyzstan	Uzbekistan	Afghanistan
	<i>Dushanbe</i>	<i>Bishkek</i>	<i>Tashkent</i>	<i>Kaboul</i>
Marshalling	-	-	-	Islamkale
Advance Notice	5 Days	5 Days	5 Days	5 Days
Transit time	25 Days	25 Days	21 Days	30 Days
Free time	48 hours	48 hours	48 hours	48 hours

Figure 10. Transit Times – Northern Europe to Afghanistan via Turkmenistan

Capabilities

(www.daher.com provides more details, click on English version)

Past Performance / Experience –

Daher International provides transport services to a wide range of global commercial and military clients to the tune of \$860 million in 2008 revenues. It is a leader in the Aerospace, Nuclear and Automotive sectors and provides a wide range of commercial logistics services to the giants in those industries. Most of these services in these sectors are provided in industrialized nations with state of the art manufacturing facilities. The logistics performance metrics and quality of Daher has established long term relationships with these companies. In many cases Daher employees in partnership with client manufacturers perform these services side-by-side with client employees. For example, Daher manufactures components for Airbus aircraft, transports these components to Airbus assembly lines and then installs the components on the aircraft during the assembly process. It is truly a partner relationship.

What separates Daher from its competitors is its Defense logistics services. Daher provides these services to most European Military Forces who over the years have come to outsource most of their force deployments. Daher currently provides logistics services to French, Italian and other military forces in Afghanistan. They have performed similar missions in Africa for decades for both the United Nations and the French Military. The French Base in Chad has been sustained for decades by Daher. This mission includes marshalling vehicles and supplies at Daher facilities in France, chartering ocean cargo ships to transport these items to Cameroon, cross docking the items from these ships onto chartered Block Trains for transit across Cameroon, transferring cargo from these trains on to Block Truck Convoys and then transporting these goods by line-haul into company run warehouses on the Military Base in Chad. Retrograde items are returned on the backhaul.

Commercial Relevant Practices-

Daher does not use government furnished equipment to perform its military oriented logistics missions. Daher's experience in its commercial practice provides the baseline of experience and equipment but its expertise in developing countries is based on years of operating in this environment. Daher's customs clearance service is one area of its expertise that few other companies can match. This is particularly important in developing countries such as those that will require transit in a Northern Europe to Afghanistan scenario. A company has to have employees on the ground to properly perform this mission. For example, Daher has over 100 persons in its Russia practice and it is headed by a Russian speaking French national who has headed up that operation for over 15 years. To properly manage a seamless transition across these countries' borders, the team selected to perform the mission will need to know more than logistics. They will have to know the procedures and policies as well as understand the local customs in these countries.

Daher is a broad based logistics company. Coordinating transport from origin to destination is performed on a daily basis for a wide range of companies. Processing containers off ships is performed daily in major industrialized ports as well as in small ports in developing countries. Project logistics, including the transport of outsized cargo from Europe to factories in developing countries, are daily missions. Often the mission includes installation and setup of this equipment on-site. All of these functions are directly applicable to this solicitation and Daher is one of the few global companies that can meet this requirement. Daher has the experience and expertise to get the job done.

ITV, Security and Claims Processing

Logistics services in the Defense sector are very specialized. It is not unusual for Daher to send personnel on cargo aircraft to insure product is delivered on-time and without problems. Block trains and Block Truck Convoys in Africa are accompanied by former French military personnel to insure seamless door to door delivery. In some cases local police are contracted to provide extra security across high-risk areas. These services are required in the former Soviet States as well as in Afghanistan. Daher has security procedures in place which include the use of security companies in Afghanistan and will use these procedures to meet the requirements of this solicitation.

European freight forwarders have unusual civil status in regards to door-to-door transit and the insurance they purchase to settle claims. In most cases, they are treated with similar status as the actual ocean or air carriers. This provides less finger pointing as to where the loss occurred in a door to door transit.

Daher provides a satellite based in transit visibility (ITV) tracking system on all of its Block Convoys in Afghanistan, Libya and Chad. It is relatively inexpensive. Individual container tracking can be added as a value-added service, if warranted. Daher can use its own system or one provided by the US government, if required.

Metrics / Performance Measures

Daher is in the commercial logistics business and uses all the standard metrics to track performance. It has logistics management systems in place to provide standard metrics and these systems can be tailored to specific US government requirements. Quality, safety and security are an integral part of the end-product delivered. In its continuing effort to provide excellent customer support, Daher has achieved certifications in the following categories – ISO 9001, ISO 14001 and OHSAS 1800.

Daher strives to provide the best logistics service possible. For example, Daher delivery performance is 98% in Afghanistan as tracked by THALES.

Flexibility in the Performance Work Statement

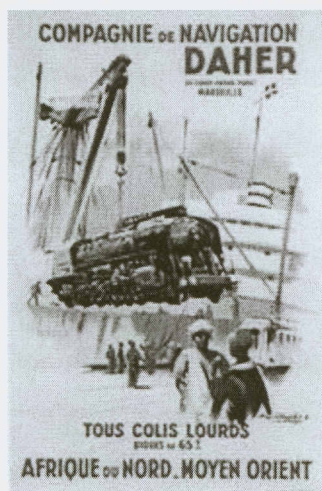
While it is understood that USA regulations such as the Cargo Preference Act and the Fly America Act will apply to transport in the CONUS to Northern European Port segment and possibly in Western Europe Trans-shipments, it will be difficult to meet all of the mandates of these regulations if commercial best practices are applied to the Caucasus and Central Asia segments of the transit. Perhaps, these could be examined and properly addressed before issuing the RFP.

Timing Factors

This will be a very complicated RFP. Hopefully, the government will provide a reasonable timeframe to prepare a response to the actual government requirements. The government should also examine the timelines of its requirements to allow enough time for mobilization after contract award.

Teaming and Subcontracting:

Daher will perform the project management for this requirement in-house with the assistance of Cheval Rouge LLC, a US based logistics consultancy. Daher has a long history of managing subcontractors, other freight forwarders, vendors, commercial carriers as well as other support staff in commercial operations as well as in developing country operations. This project is no different and the US government can expect excellent service in its transportation movements into Afghanistan.



Conclusion

Daher has been in the Project Logistics business since 1863. One of the companies it purchased got its start by selling wooden pallets to the US Army after World War II. That company has progressed to one of the European industry leaders in composites and today it manufactures a wide range of aircraft parts and equipment. Daher knows logistics and how it is applied in developing countries. But this will not be enough. The company the US government selects for this most important mission will need to know more than logistics.... It will need to know the policies and procedures of the countries that the containers will transit and in particular the local customs in those countries. These customs are directly applicable to how the procedures are applied and will have a direct impact on mission accomplishment. Daher is one of the few global companies that can meet this requirement. We look forward to assisting the US government in this mission but above all --- We can get the job done!



FREEDOM GLOBAL SERVICES FZC

Quick n Reliable Service

Solicitation Number: HTC711-09-NGLOCRFI

Profile

We would like to introduce ourselves as one of the leading companies in the field of RELIEF OPERATIONS & SERVICES such as Logistics, Trading, Sourcing, Procurement, Supplies, General Contracting, construction of prefabricated buildings, civil Constructions, spread all over the world especially in war torn countries. Our present activities of operation & services are in Afghanistan, Georgia, Uzbekistan, Iraq, Srilanka, Sudan etc;

We are registered supplier of United Nation in the name of **Golden Relief Resources**, we are doing procurement for all US organizations from past 8 years and we have been awarded around 25 contracts of UNOPS from Jan'07 to June'07.

We are the pioneer and leading trading company in Afghanistan since 2001. We have executed various prestigious projects and general relief supplies. We also Own & Operate Ready Mixed Concrete plants at Bagram, Khost, Kandahar, Majer-e-Sharif in Afghanistan for supply of RMC.

The freight forwarding is been handled by our firm **Freedom Global Services FZC**,

We have a fleet of Heavy Earth Moving Equipments, Construction Machineries, Vehicles, Gen Sets, etc are being used by us or working in Afghanistan on lease basis.

Freedom Global Service FZC is a registered Freight Forwarding, Aircraft Leasing and Chartering Company.

Freight Forwarding Company: Freedom Global Service FZC

UNGM Registration number 154366

Office Address:

Sharjah Airport International Free Zone,
Unit A3-47, P.O. Box : 9049,
Sharjah – U.A.E
Tel : 06 557 2763, Fax : 06 557 2764

Website: <http://www.freedomglobalservices.com>

We have warehouse in Sharjah, Dubai, Afghanistan, Srilanka and India.

Sharjah Airport International Free Zone, Unit A3-47, P.O. Box : 9049 , Sharjah - U.A.E.

Tel: +971 6 557 2763, Fax : +971 6 5572764

Website: <http://www.freedomglobalservices.com>, email: info@freedomglobalservices.com



FREEDOM GLOBAL SERVICES FZC

Quick n Reliable Service

Freedom Global Service is already having its operations by air, sea and road operation for almost all destinations; we are already doing operations in Dubai Free Zone, Jabel Ali Free Zone and Port Rashid Free Zone as per your requirement.

Logistics support services

FGS has efficient and sufficient number of staff who can do custom clearance, receiving and inspections of goods, packaging/ forwarding or re-export cargo to reverent destinations.

Cargo loss rate

We will undertake all possible care of Cargo en-route to Afghanistan Destinations. Afghanistan being a real WAR ZONE, we cannot provide an assurance of loss less than 1%.

However Cargo can be insured under Clause "A" Risks in order to include losses due to pilferage, accident, spoilage, and attacks. Client should bear the insurance charges.

Security Arrangements

We can provide security for cargo from Pakistan sea ports to Afghan destinations, or in Afghanistan if the client is ready to pay additional charges.

Cargo Tracking

In our logistic department we have a full dedicated staffs working on the tracking and delivery of Cargo. Our Expeditor tracks the goods and updates the consignee regarding dispatch and delivery of their goods.

On time arrival

90% shipments can reach the destination on time, unless there is any delay in documentation or any unexpected incidents encountered on the way. We are already in the field and providing good service to our clients.

Current facilities

With our available facilities and experience we can handle 10,000 containers per year. If there is any increase in volume of shipments up to 30- 60%, also be handled by us without any problem. In normal circumstances all cargo will be delivered directly to operating bases.

Monitoring performance

Transit from Karachi to Afghanistan destinations is being monitored by MCPs & Telecommunication, which will be updated twice a day by the Operation Room. By this way exact TAT (Turn Around Time) for the shipments can be calculated and recorded in our data base.

This data base will be used to calculate our performance and helpful to take corrective measures to improve the TAT.

Sharjah Airport International Free Zone, Unit A3-47, P.O. Box : 9049 , Sharjah - U.A.E.

Tel: +971 6 557 2763, Fax : +971 6 5572764

Webiste: <http://www.freedomglobalservices.com>, email: info@freedomglobalservices.com



FREEDOM GLOBAL SERVICES FZC

Quick n Reliable Service

Economical transportation operation

We assure to provide required details to have a most economical transportation for our clients. We are ready to discuss the same elaborately whenever it is required.

We have our own containers and offices in all main locations in Afghanistan and Pakistan. With our available resources we are providing a first class service to our clients in terms of TAT.

Man Power

We have efficient strength around 450 employee, we are handling all the cargo operations, like loading, offloading, custom clearance, export, re-export, packaging, leasing and charter handling.

Handling Equipments

We have sufficient and adequate handling equipments to load and offload cargo.

POINT OF CONTACT -

(b)(6)

Email: (b)(6)

RFQ: i _____

Ph - (b)(6)

TEL

FAX : +971-4-2275 446

Logistics

(b)(6)

Email: Shipping1@freedomglobalservices.com

Phone: (b)(6)

Sharjah Airport International Free Zone, Unit A3-47, P.O. Box : 9049 , Sharjah - U.A.E.

Tel: +971 6 557 2763, Fax : +971 6 5572764

Webiste: <http://www.freedomglobalservices.com>, email: info@freedomglobalservices.com



FREEDOM GLOBAL SERVICES FZC

Quick n Reliable Service

Freedom Global Services FZC's ability to meet your requirements

1. Accept cargo at origin, either in Europe, CONUS or Afghanistan, on behalf of the Government and deliver to the final destination. The Government requires transit times of between 30 to 45 days from acceptance at the origin to the various locations within Afghanistan.

Achievable, we need to have specific origin ports/airport and pick-up points to prepare our exact pricing matrix and transit times

2. Establish and operate up to six container transload points in AFG.

We have well equipped team in Afghanistan which is already handling more load then your requirement

3. Retrograde material back to Europe or CONUS on return trip.

Workable

4. Ensure cargo loss rate is less than one percent (to include losses due to pilferage, accident, spoilage, attacks and acts of God).

We will undertake all possible care of Cargo en-route to Afghanistan Destinations.

Afghanistan being a real WAR ZONE, we cannot provide an assurance of loss less than 1% but equivalent to 1%

However Cargo can be insured under Clause "A" Risks in order to include losses due to pilferage, accident, spoilage, and attacks. Client should bear the insurance charges.

5. Provide real-time In-transit Visibility (ITV) compatible with command and control applications on cargo location and provide full access to the shipper and other Government employees designated by the contracting officer.

Transit from Origin to destinations is being monitored by MCPs & Telecommunication, which will be updated twice a day by the Operation Room.

By this way exact TAT (Turn Around Time) for the shipments can be calculated and recorded in our data base.

Monitoring of this we can make it accessible to you

6. Deliver cargo by the required delivery date (RDD) on a minimum of 90 percent of shipments.

Achievable

Sharjah Airport International Free Zone, Unit A3-47, P.O. Box : 9049 , Sharjah - U.A.E.

Tel: +971 6 557 2763, Fax : +971 6 5572764

Webiste: <http://www.freedomglobalservices.com>, email: info@freedomglobalservices.com



FREEDOM GLOBAL SERVICES FZC

Quick n Reliable Service

7. Provide direct delivery to Forward Operating Bases if required.

Workable

8. Initiate process improvements and other value added services.

We are doing the clearance of Tax Exemption from Embassy, Ministry of Foreign Affairs and Ministry of Finance based on client's memo; it will be value added service.

Insurance and security will be other value added services which can be provided on request

9. Provide end to end management with customized information management reports related to delivery time, delivery reliability, shipment volume and other criteria that characterize and provide performance based views.

Will be provided as per requirement and our company policy

10. Handle substantial increases in shipments (surge requirements) as needed for wartime and other contingencies.

We have efficient strength around 450 employee, we are handling all the cargo operations, like loading, offloading, custom clearance, export, re-export, packaging, leasing and charter handling

11. Provide security for cargo from origin to destination.

Value added services which can be provided

Sharjah Airport International Free Zone, Unit A3-47, P.O. Box : 9049 , Sharjah - U.A.E.

Tel: +971 6 557 2763, Fax : +971 6 5572764

Webiste: <http://www.freedomglobalservices.com>, email: info@freedomglobalservices.com



Market Survey:

1. A comprehensive explanation of innovative alternatives your company may have to the two options TRANSCOM is currently considering

OPTION -1

Move cargo between Northern Europe and various destinations in Afghanistan through Caucas' and Central Asia.

As from European sectors, the major ports are;

Antwerp
Rotterdam
Le-Harve
Genova/Naples
Southampton/Tilbury/Felixstowe

For this routing, every vessel has to cross Mediterranean sea and then Suez canal. It has been shown in the map presentation.

Vessel routing from European sectors many options available from Europe to Middle East and Sub Continent...
for example;

Major transit port is,

Alexendria
Jeddah
Salalah
Jabel Ali
Karachi

For air freight: US major gateway airports are already given in the presentation.

As for European airport, almost all major country in the Europe has their major airport.

There's no direct flight into Afghanistan, however, from Bahrain, Sharjah & Dubai, freighter flight are operating into Afghanistan.



FREEDOM GLOBAL SERVICES FZC

Quick n Reliable Service

OPTION -2

Move cargo between CONUS and Afghanistan through Asia and Central Asia

Vessel routing from US West Coast (Major Port: Long Beach, San Francisco, Seattle, Oakland)

Mainly via major ports in the Asia Pacific... as follow;

Singapore
Kaohsiung
Hong Kong

Also via Colombo to Pakistan then reroute to Afghanistan by RFS.

Vessel routing from US East Coast (Major Port: Newark(Also New York), Norfolk, Charleston, Savannah and also in the South US, Miami port.

Many options available from US East Coast to Middle East and Sub Continent... for example;

Major transit port is,

Alexandria/Egypt,
Jeddah/S. Arabia,
Salalah/Oman,
Jebel Ali/Dubai
Port Qasim/Pakistan
Nhava Sheva/India
Colombo/Sri Lanka.

For this routing, every vessel has to cross Mediterranean Sea and then Suez Canal. It has been shown in the map presentation.

2. Is your company capable of performing the services described and would you be interested in submitting a proposal for the services identified above?

We are very keen to work on you service requirement and will submit a proposal for the same when required

3. If not, why? If so, briefly describe your capabilities.

N/A

Sharjah Airport International Free Zone, Unit A3-47, P.O. Box : 9049 , Sharjah - U.A.E.

Tel: +971 6 557 2763, Fax : +971 6 5572764

Webiste: <http://www.freedomglobalservices.com>, email: info@freedomglobalservices.com



4. What are the recommended commercial practices from a contract perspective for these types of services?

Yearly basis contract which can be renewed further based on performance and revisions, and a minimum service qty awarded should be specified.

5. What are the methods/metrics the commercial industry uses for monitoring performance?

We are undergoing ISO certification procedure and we work as per International standards.

6. What flexibility in a performance work statement must the respondent have in order to propose the most effective and economical transportation operation?

Consolidate cargo

7. What data from the US Government would be required for a responsible response to develop a proposal to manage and operate inbound and outbound transportation requirements?

Adequate input data, supporting documents and proper communication

8. Describe the risks/associated with this effort. How can the risks be mitigated?

Some of the Places are very sensitive and risk associated, as we are operation in Afghanistan from long period of time we are exactly aware of the more sensitive areas, we get the updates of the current situation.

Better way to migrate the risk for such sensitive areas will be holding the movement for particular duration or alternate route.

9. How the company would provide ITV, security, and process claims for lost, damaged or stolen freight.

We have a separate division for it, paid and unpaid additional service and can work out further as required.

10. Description of company's teaming and relationship management with sub-contractors along with your company's understanding of the challenges and risks of operating successfully in the region.

Some of the areas are really very risky. A proper planning, strategy or details can only be provided when we have an exact collection and delivery details of the cargo.



11. Specific identification of any limits to company's capabilities.

N/A

12. Your company's experience in providing the services described above and its experience with an operation similar in size and scope to that described above. Include: The largest projects the company managed either as a prime or subcontractor including shipping volumes, total revenue, performance goal results, and other metrics with regards to pilferage, losses, percentage of RDD met, and how long the relationship lasted.

We have a huge list of projects done, find below some of it, can provide more and detailed if insisted

PREVIOUS EXPERIENCE FORM

Previous Experience				
Description of goods/works/s services	Country	Total amount of contract	Contract Identification and Title and Contact details of Client: (Name, Address)	Year project was undertaken
Supply Of Road Operation & Construction Equipment	Afghanistan	US \$ 895,560/-	(b)(6) ARDS Ministry Of Pubic Works Afghanistan	2006
Supply Of Office Furniture	Sudan	US \$ 452,890/-	(b)(6) Sudan	2007

**FREEDOM GLOBAL SERVICES FZC***Quick n Reliable Service*

Previous Experience				
Description of goods/works/s services	Country	Total amount of contract	Contract Identification and Title and Contact details of Client: (Name, Address)	Year project was undertaken
NSE Building	Afghanistan	US\$ 483,878.86/-	Defense Construction Canada Kandahar Site Office (Engineering Support Unit) NCE TFA Roto 5, Kandahar, Afghanistan	2008
Air Cargo Handling From Istanbul Turkey To Kandahar - Turkey and delivered Kandahar	Istanbul-Turkey To Kandahar - Afghanistan	US \$ 277,975/-	USAID C/O - The Louis Berger Group - Black & Veatch JV Afghanistan Infrastructure Rehabilitation Program Kabul, Afghanistan	2008

For the above all orders the Logistics was been handled by Freedom Global Services FZC

13. Your company's recommended commercial pricing structure for the operation described above. Break down pricing to normal delivery, retrograde of empties and retrograde of material out of Afghanistan separately. What are the major cost drivers?

Details will be provide when we obtain an RFQ with all detailed information like, Cargo collection terms, Approved route , qty etc....

14. Recommended incentive provisions to motivate performance that will meet or exceed the goals of this effort (for example RDD, cargo loss metrics, ITV).

Appreciation will really boost our team, as they are already under incentive scheme for on-time delivery and cargo loss metrics, ITV

15. What limiting factors, if any, exist?

N/A

16. Are there any other concerns/comments or recommendations?

A detailed feedback for this Market Survey would be provided you us if we could have get more details like, collection and delivery terms, conditions and locations

Sharjah Airport International Free Zone, Unit A3-47, P.O. Box : 9049 , Sharjah - U.A.E.

Tel: +971 6 557 2763, Fax : +971 6 5572764

Webiste: <http://www.freedomglobalservices.com>, email: info@freedomglobalservices.com



Response for Information Market Survey of USTRANSCOM

2008.11.13

Korean Air is pleased to have an opportunity to respond to the RFI published by USTRANSCOM (solicitation number HTC711-09-NGLOCRFI).

Korean Air, teaming with Hanjin Shipping and Uzbekistan Airways, plans to provide an integrated commercial-based solution to meet U.S. forces' transportation requirements to Afghanistan.

Our response summarizes the unique capabilities of our consortium and the advantage of Navoi as a future hub for shipments into Afghanistan. We, as one team, are able to address the critical needs of USTRANSCOM in its efforts to improve efficiency, increase visibility and ensure security of shipments from origin to final destination.

The solutions described in this response do not represent a final formal proposal and are not legally binding and subject to modification with detailed request for proposal. Conversely, the solutions described here do not represent the full extent of our consortium's potential capability. Beyond the transportation capabilities described here, Korean Air, Hanjin, and our Uzbekistan partners are developing a full spectrum logistic hub at Navoi. We look forward to the opportunity to work with USTRANSCOM in develop regional capabilities to meet the evolving requirements of U.S. forces.

1. A comprehensive explanation of innovative alternatives your company may have to the two options TRANSCOM is currently considering

A. Overview of Routing Option

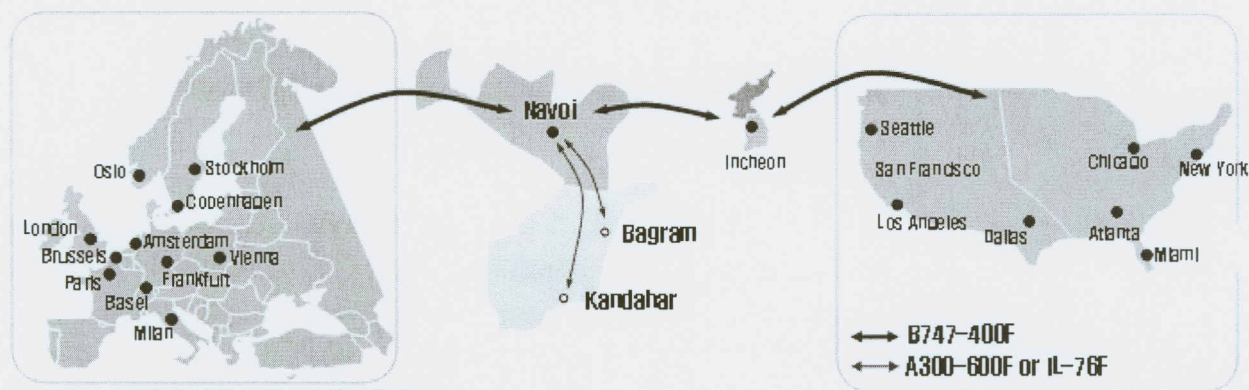
Korean Air will designate Navoi airport, Uzbekistan as its hub for Central Asian operations and its gateway for support into Afghanistan.

- Air transportation from N.Europe and CONUS to Navoi
- Inter-modal transportation from Navoi to Afghanistan (Air, Truck and Rail)

1) Air Transport Routing

All-air transport will provide same day delivery of goods from Europe (and next-day service from CONUS) to the two major airfields in Afghanistan, eg. Bagram and Kandahar.

- Move by Korean Air's B747-400F from Northern Europe/CONUS to Navoi
- Move by Uzbekistan Airways' A300-600F or IL-76F from Navoi to Afghanistan



• Korean Air Freighter Operation Point

- Transportation hours estimated

- To Navoi

From	AIR	Transit (Incheon)	Transit (Navoi)	Total
Northern Europe	8 hr	-	2 hr	10 hr
CONUS (East Coast)	20 hr	2 hr	2 hr	24 hr

- Beyond Navoi

To	AIR
Bagram	1.5 hr
Kandahar	2 hr

- Total hours from origin to Afghanistan

From	To	Total
Northern Europe	Bagram	11.5 hr
	Kandahar	12.0 hr

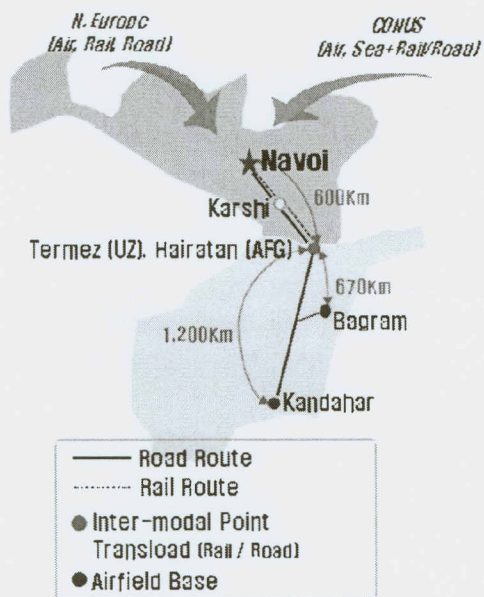
CONUS	Bagram	25.5 hr
	Kandahar	26.0 hr

2) Inter-modal Routing (Air + Land)

Inter-modal option offers a combination of air and land transportation via transit at Navoi.

All air shipments arriving Navoi airport will be transferred to trucks and/or rail for land transportation to final destinations.

- Projected routings beyond Navoi will be Navoi → Termez → Hairatan corridor to either Bagram or Kandahar.



- Transportation hours estimated

- Air + Truck

Origin	Destination	Flight time to Navoi	Trucking to destination	Border Crossing	Total
Northern Europe	Bagram	11.5 hr	3 Day	1 Day	4.5 Day
	Kandahar	12.0 hr	5 Day	1 Day	6.5 Day
CONUS	Bagram	25.5 hr	3 Day	1 Day	5.1 Day
	Kandahar	26.0 hr	5 Day	1 Day	7.1 Day

- Air + Rail + Truck

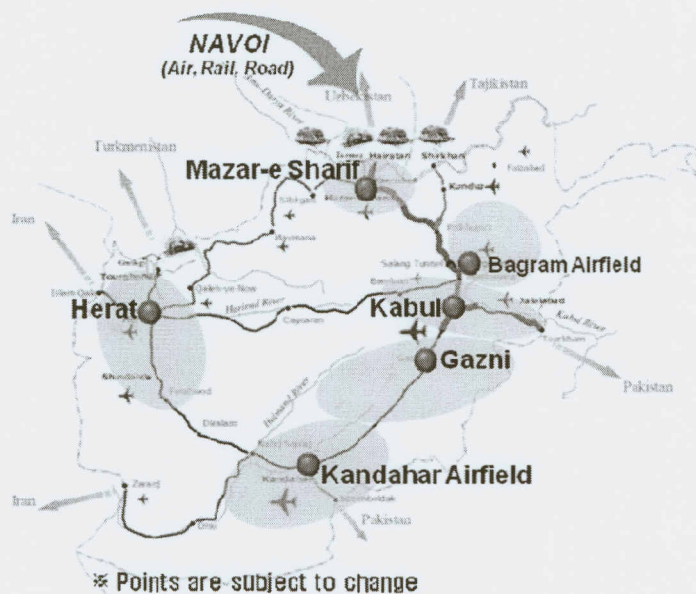
Origin	Destination	Flight time to Navoi	Rail To border	Border Crossing ¹⁾	Truck to destination	Total
Northern Europe	Bagram	11.5 hr	2 Day	3 Day	2 Day	7.5 Day
	Kandahar	12.0 hr	2 Day	3 Day	4 Day	9.5 Day
CONUS	Bagram	25.5 hr	2 Day	3 Day	2 Day	8.1 Day
	Kandahar	26.0 hr	2 Day	3 Day	4 Day	10.1 Day

¹⁾ Our current estimate is that it could take one to three days to process vehicles at the border crossings (Termez and Hariratan), accounting for unloading, transloading (rail↔truck) and customs clearance procedures.

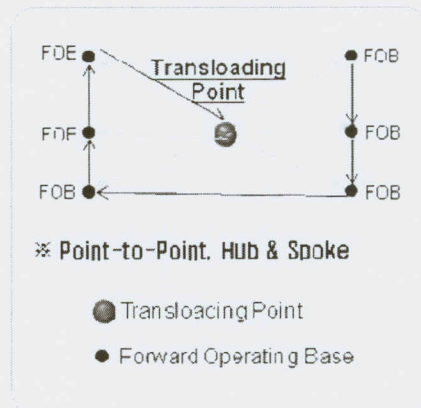
B. Suggestion of operating in Afghanistan

Specific locations of transload points are yet to be determined, however the graphic below indicates several viable options in terms of accessibility to the existing major paved road network in Afghanistan.

- Transload points will function as a regional distribution hubs supporting Forward Operating Bases, therefore transload points will be located near Forward Operating Bases and at intersections of major road/rail infrastructure
- Exclusive trucking services will be provided by the joint venture company of Hanjin and its Uzbekistan partner.



Distribution at Transloading point>



2. Is your company capable of performing the services described and would you be interested in submitting a proposal identified above?

3. If not, why? If so, briefly describe your capabilities

A. Logistics Service

We are uniquely capable of providing integrated services combining the aforementioned transportation services and value-added logistics service en route to final destinations.

- Air transport from origin to Navoi will be supplied by Korean Air in accordance with its high quality standard, proven to be one of the world's best.
- Korean Air will have full management rights to Navoi airport, per contract with the Navoi Airport Authority and active support of the Government of Uzbekistan government. This contract will entrust Korean Air with management of Navoi airport from 2009, enabling Korean Air to have full discretions and capability to accommodate customer requirements
- Air transport beyond Navoi and Afghanistan will be performed by Uzbekistan Airways' aircraft leased from Korean Air, ensuring Korean Air's standards of ground service and flight safety.
- Navoi will be the centerpiece of our logistics service chain that performs wide range of hub functions required for providing the most competitive service.
- Logistics service at Navoi and in Afghanistan will be provided by the Joint Venture of Hanjin and local Uzbekistan companies.
- Categories of logistics services²⁾ available at each point of passage are shown below.

Service	Origin	Navoi	Termez Hairatan	Trans-Loading Point	Forward Operating Base
Transportation	✓	✓	✓	✓	✓
Cargo Receiving	✓	✓	✓	✓	✓
Cross Docking		✓	✓		
Loading/Unloading	✓	✓	✓	✓	✓
Trans-loading		✓	✓		
Break-down & Build-up	✓	✓			
Devanning & Stuffing		✓			
Temporary Storage		✓			
Inventory Control		✓			
Value-Added Logistics		✓			
CY / CFS Operations		✓	✓	✓	
Customs Clearance	✓	✓	✓		
Distribution		✓		✓	
	Time-Definite Delivery & Real-time visibility				

²⁾ Listed categories will be tailored after receiving the RFP from USTRANSCOM, with selected service functions needed for each point of passage.

4. What are the recommended commercial practices from a contract perspective for these services?

We recommend multi-year contract with renewal option according to performance results.

Hanjin Group US consortium will be the contracting party to serve as the single point of contact.

A package deal is preferred, in general, with surcharges to reflect Fuel and Currency fluctuation.

5. What are the methods/metrics the commercial industry uses for monitoring performance?

6. What flexibility in a performance work statement must the respondent have in order to propose the most effective and economical transportation operation?

A. Performance monitoring methods

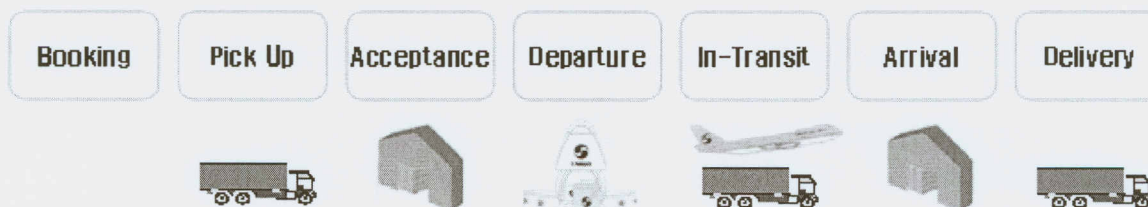
- Air transportation : CARGO 2000, aka. C2K. IATA's project group since 1998 to enhance the performance evaluation of airlines and freight forwarders. Currently 21 major airlines and 10 global forwarders are members of C2K, including Korean Air, one of its founding members.
- Logistics Service : ISO 9001 (Quality Management), ISO 14001 (Environment Management)

B. Measuring metrics

For consignments from C2K member forwarders, a route map is automatically created at the time of booking, to designate segmented timeframes along the entire route. FSU messages are to be sent from each milestone to airlines' main system to show that the cargo is moving on the right track at the right time.

For consignments from non-C2K forwarders, similar tracking service can be arranged

- FSU : Freight Status Update



We use the Key Performance Index below to determine quality level of our performance.

- Time Definite / Required Date of Delivery
- Safety & Quality / Cargo Loss Ratio
- Information / Tracking Data Captured

7. What data from the US Government would be required for a responsible response to develop a proposal to manage and operate inbound and outbound transportation requirements?

A. Necessary information to build a proposal

Volume	<ul style="list-style-type: none"> - Approximate volume of tonnage by origin/destination per year - Shipping Pattern; daily, weekly and/or monthly
Quality Standard	<ul style="list-style-type: none"> - Average cargo loss rate to/from Afghanistan since 2002 - Technical description or definition of U.S. forces' real-time ITV
Security	<ul style="list-style-type: none"> - U.S. forces policy to support security of transportation in Afghanistan - U.S. forces' rules for defense of facilities, vehicles and personnel of the contractor
Infrastructure	<ul style="list-style-type: none"> - FOB's to be covered by each transload points in Afghanistan. - Desired locations of six container transload points. - Standard of facilities and equipment required to container transload points

8. Describe the risks/associated with this effort. How can the risks be mitigated?

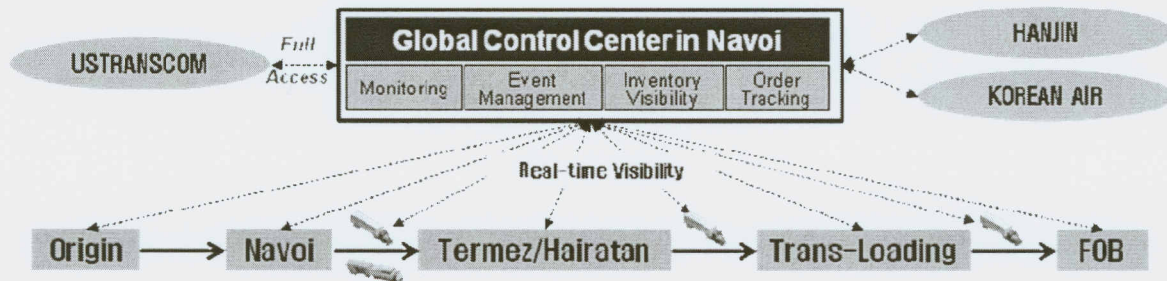
A. Risk Management in field logistics

Risk	Symptom	Management
Surge of traffic	Sharp increase in tonnage and volume	<ul style="list-style-type: none"> - Regular inventory control at Navoi hub center - Emergency shipping from origin to supply shortage items on demand.
	Change of trunk line on short notice	<ul style="list-style-type: none"> - Adjust flight frequency in/out of Navoi, or perform charter operation on demand - Back up contract for handling resources and equipment
Significant brakes on land transportation	Blockage of regular route, delay of transportation	<ul style="list-style-type: none"> - Convert into air transportation from Navoi
	Non-fulfillment of local contract, e.g., strike, sabotage...etc.	<ul style="list-style-type: none"> - Contract with multiple local service providers - Offer incentive programs as preventive measures
	Stoppage of service by accident, breakdown and other hindrance	<ul style="list-style-type: none"> - Secure backup vehicles and provide minor repair service at driver shift points - Furnish PDA phone for immediate reporting
Attacks and armed hijacking	Usual risk of attacks by the rebels	<ul style="list-style-type: none"> - Hire private escort/convoy for normal delivery. - US military convoy for trucking to/from FOB's when required
		<ul style="list-style-type: none"> - Reinforce defense of Navoi control center
Change of government policy	change of regime, policy and foreign relations	<ul style="list-style-type: none"> - Prepare mutual contingency plan

9. How the company provides ITV, security, and process claims for lost, damaged or stolen freight.

A. In-Transit Visibility

A control center in Navoi will be established to provide In-transit visibility from origin to destination. Korean Air and Hanjin will work closely with USTRANSCOM to develop the required system interface to allow for data exchange with US Forces transportation elements. The Navoi control center will also develop additional logistic capabilities to provide value added services such as Warehousing (including refrigerated warehousing), inventory control, packing, shipping, maintenance, etc.



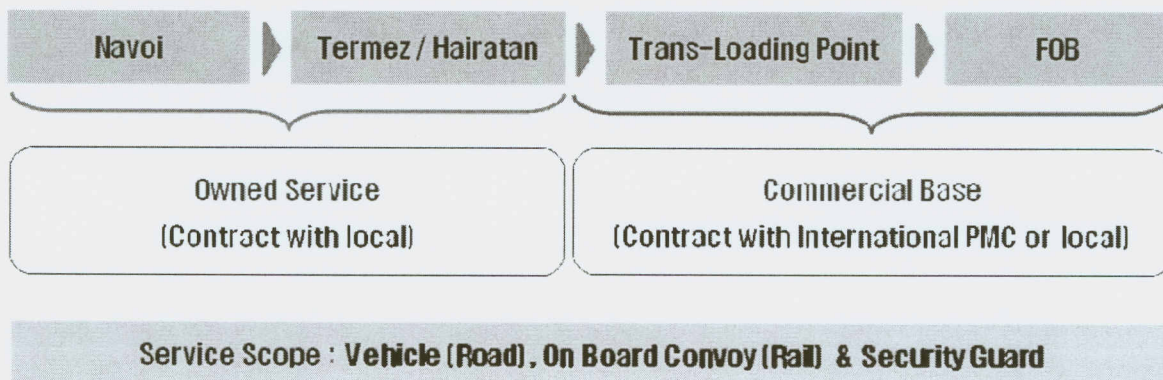
For air transporting into Navoi, full access to Korean Air's tracking data for shipments en route is available in Korean Air's cargo website.

Tracking for cargo trucking is not in service at this moment, but considering the poor status of the local infrastructures in Uzbekistan and Afghanistan, Korean Air and Hanjin are conducting a feasibility study of using PDA Phone or Low Earth Orbit systems as part of a possible solution.

B. Security

In Uzbekistan, Korean Air will develop its own security system using local security service under contract.

In Afghanistan, Korean Air will contract with an International PMC (Private Military Company) and/or a local security service to cover the entire transportation route to final delivery.



C. Claims

Korean Air will be insured by International Standard War Risk

- We will carry insurance against storage, handling and transportation of War-related materials (includes theft, loss, damage, etc).
- Fast processing of compensation is guaranteed when a claim occurs.

If deemed necessary by the contract, designated claims desks can be set up at freight origin and transit points. General conditions of air/land carriage of the industry are applied for claim processing and compensation.

Korean Air will take several preventive measures to guard against irregularities:

- Hire only skilled workers with verified identification
- Operate with approved equipment only
- Verify and inspect all cargo at the transit point
- Conduct periodic employee assessments and provide incentives to workers with no record of theft, loss or damage.

10. Description of company's teaming and relationship management with sub-contractors along with your company's understanding of the challenges and risks of operating successfully in the region.

11. Specific identification of any limits to company's capabilities

A. Teamwork for Inter-modal logistics solution

Korean Air and Hanjin will provide an integrated logistics service solution.

- Korean Air : Air Transportation, Joint operation with Uzbekistan Airways, airfield operations, air maintenance services, etc.
- Hanjin : Land Transportation, Logistics service with Quality assurance, warehousing, cool chain handling (refrigerated warehouse) etc.

Strong Partnership with Uzbekistan Airways

- Korean Air takes charge of Navoi Airport management from January 2009
- Korean Air's two A300-600F's to be dry-leased to Uzbekistan Airways to operate in/out of Navoi.

Strong Commitment of Uzbekistan government

- To develop Navoi as the logistics hub of Central Asia, with Korean Air as the major partner.
- To provide Korean Air with land (1.5Km X 1.5Km) for building logistics complex near Navoi airport
- To establish joint venture company between Hanjin and an Uzbekistan logistics company

B. Challenges, Risks and Limitation

Team	Challenge	Risk	Limitation
Korean Air	- Qualifying as a carrier for transportation of US Forces military goods		- Cargo Preference Act - Fly America Act
Hanjin Transportation	- Retardants at customs - State border crossing - Import/Export Due - Bonded Trucking	Border delays, Attacks & Hijackings, Railway Backlog	
Uzbekistan Airways	- Route development from Navoi to Afghanistan		- Flying rights to Afghanistan - Anti-terror equipment

12. Your company's experience in providing the services described above and its experience with an operation similar in size and scope. Shipping volumes, total revenue, performance goal results, quality and the relationship

A. Missions with the U.S. Armed Forces, past and present

- 1956~1965: Logistic Support in Korea
 - Transportation of US military supplies from ports to designated bases in Korea
- 1966~1971: Logistic Support at Vietnam War
 - Carried 160 truckloads of 140 equipments in three months
 - Transported 20 million tons in total during the period of contract
- 1977~ present: Maintenance of US Military Aircraft
 - Heavy maintenance for US fighter jets, helicopters and transporters
- 1990~1991: Logistic Support at Gulf War
 - Transported 6,900 tons by 89 charter operations
 - Operations between Dover (US), Frankfurt (Europe) and Dhahran (Middle East)
- 2005, 2008: Logistic Support to Afghanistan
 - Transported humanitarian goods from Korea to Kabul and Bagram
- 2007~2008: Airlift for US troops from US, Japan to Korea
 - 6 Charter operations for about 1,000 armed personnel of the US Armed Forces
 - From US (Altus, March, McChord), From Japan (Kadena, Iwakuni)
- 1965~Present: Shipment of US forces personal property between CONUS and Korea
 - Hanjin provides Korea and international shipping in support of over 10,000 personal property shipments annually.

B. Missions with US Forces in Korea

- General cargo & Explosive trucking services
 - Contract period : Sep 13, 2002 ~ Apr 30, 2004
 - Total amount : \$ 150 million
- Bulk fuel transportation by rail-tank car
 - Contract period : Jun 1, 2005 ~ May 31, 2009
 - Total amount : \$ 6 million

- General, heavy and explosive cargo trucking services
 - Contract period : Feb 15, 2002 ~ (1 base year and 4 option years)
 - Total amount : \$ 1.3 million
- F15 Maintenance
 - Programmed Depot Maintenance, Multi Stage Improvement Program, Strip&Paint
 - From 1982~present, total of 482 aircrafts
- F16 Maintenance
 - Structural Augmentation Program, Common Configuration Implementation Program
 - From 1982~present, total of 426 aircrafts
- Other maintenance with US Forces
 - 162 CH-53 (Standard Depot Level Maintenance / 1983~)
 - 121 F-4 (Standard Depot Level Management / 1980~1985)
 - 53 CH-47 (Refurbishment and Rewiring / 2005~)
 - 53 C-12 (Analytical Condition Inspection /1990~)

13. Your company's recommended commercial pricing structure for the operation. Break down pricing to normal delivery, retrograde of empties and retrograde of material out of Afghanistan separately. What are the major cost drivers?

A. Pricing Structure

- Normal Delivery

Basic Charge	- Combined Tariff of Air and Land transportation - per KG rate or per Position/Charter rate
Surcharge	- Fuel and Currency adjustment Fee - Insurance
Add on	- Added logistics service - Pick up, Storage, Packaging, Loading/Unloading, Clearance, Documentation, etc
At Cost	- Border crossing, Security, Road passage, etc

☐ Structure and items are subject to change and negotiation.

- Retrograde of empties out of Afghanistan
 - The pricing for shipments to Afghanistan beyond Navoi is all based on round trip. So, the charge for retrograde, empty or not, is already reflected in the rate into Afghanistan.
 - From Navoi to Europe or CONUS is subject to applicable market rate.
- Retrograde of material out of Afghanistan
 - Will be subject to the same pricing structure set above for the Normal delivery

14. Recommended incentive provisions to motivate performance that will meet or exceed the goals of this effort (for example RDD, cargo loss metrics, ITV).

A. Evaluation and Rewards

It is recommended to give incentive on the services performed in Afghanistan. Key performance index will be used to evaluate the performance and the provisions should be written in the contract with rewards scheme.

- Required delivery date
- Cargo Loss ratio
- Tracking Data Capture

15. What limiting factors, if any, exist?

16. Are there any other concerns/comments or recommendations?

As described in answer to survey number 10, Korean Air, Hanjin and Uzbekistan Airways have capability to provide the most suitable logistics solutions to and from Afghanistan. Korean Air and its partners intend to develop Navoi into a full service logistics hub, capable of meeting the evolving requirements of both US forces in Afghanistan as well as other commercial ventures in Central Asia.

Besides logistics, Korean Air is also preparing a large unit of amenity complex near Navoi Airport to support related staff and customers with housing, dining, sports and so on.

| Geographical Advantage, Know-how and Logistics solution to Afghanistan |



- ▷ Navoi – Gateway to Afghanistan
- ▷ Airport management by Korean Air
- ▷ Joint AIR Operation with Uzbekistan Airways
- ▷ Inter modal transportation & Logistics service by Hanjin Transportation

Thank you.

Should you have any questions or need further information,

Please contact our dedicated staff below.

(b)(6)

General Manager

Navoi Project Team

TEL :

(b)(6)

Mobile

(b)(6)

Bien, Jolynn CIV USTRANSCOM CS

From: (b)(6)
Sent: Thursday, November 20, 2008 6:08 AM
To: Henderson, William CIV USTRANSCOM AQ
Cc: Strout, Cindy CIV USTRANSCOM AQ
Subject: Market Survey HTC711-09-NGLOCRFI

Market Survey HTC711-09-NGLOCRFI :

USTRANSCOM is asking for industry input and comment on this requirement to include commercial best practices and logistics/transportation management capabilities. All interested parties (to include potential prime contractors, subcontractors, or teams) are strongly encouraged to submit a response to this RFI. Responses should be concise and include the following:

1. A comprehensive explanation of innovative alternatives your company may have to the two options TRANSCOM is currently considering (as referenced in the first paragraph of this RFI).

If Pakistan a/o Iran or no options, than the best option would shipping cargo to the port of Rotterdam, antwerp or Bremerhafen and from west europe either by rail or truck to Afghanistan. In my opinion the best solutions would be sending non urgent materials by rail via NL or B - Germany - Poland - Russia - Kazakhstan - Uzbekistan and load the container from Hairaton border onto trucks and move them to final destinations in Afghanistan. For foodstuffs, electronica, PX shop items and critical items use overland trucks without transshipment en-route, so just from A to B

2. Is your company capable of performing the services described and would you be interested in submitting a proposal for the services identified above?

Yes, we are capable of performing the required services and would interesting in submitting a proposal.

3. If not, why? If so, briefly describe your capabilities.

Our capabilities lays in the fact that first of all own our own trucks, so we're able to track and trace our vehicle at any given time, and further we've have proven record of overland movements to countries like Afghanistan, i.e. we have been very active in Iraq in the years 2003 till 2006 with allkind of equipment.

4. What are the recommended commercial practices from a contract perspective for these types of services?

In my opinion the best practice would be that a team of companies would be formed, i.e. a company like Happag Lloyd for shipping containers from the US to Europe, a company like CBT for rail purpose and a company like ourselves for trucking from europe to Afghanistan a/o receiving containers in Hairaton and truck them down to final destination.

5. What are the methods/metrics the commercial industry uses for monitoring performance?

Various, but you should think of weekly reporting performances and make sure that you'll receive daily updates of the where abouts of the shipments.

6. What flexibility in a performance work statement must the respondent have in order to propose the most effective and economical transportation operation?

The main flexibility would be that the USTRANSCOM give shipping status to shipments and divide them in class I critical, II urgent and III normal and allow us to combine containers on trucks or platforms.

7. What data from the US Government would be required for a responsible response to develop a proposal to manage and operate inbound and outbound transportation requirements?

All shipping data, i.e. dimensions, weights (nett and Gross) detailed list of commodity.

8. Describe the risks/associated with this effort. How can the risks be mitigated?

The main risk is in Afghanistan i.e. hi-jacks, road side bombs etc. We working with private security companies in Afghanistan, and with this company we feel safe and eliminate the most of the available risks

9. How the company would provide ITV, security, and process claims for lost, damaged or stolen freight.

Security as above mentioned, further we've cargo insurance for spoiled, damaged, lost or stolen freight which occurs whilst cargo is in transit by our trucks

10. Description of company's teaming and relationship management with sub-contractors along with your company's understanding of the challenges and risks of operating successfully in the region.

As above already mentioned, our ideal team would be with HL, CBT and Rynart

11. Specific identification of any limits to company's capabilities.

No limits in capabilities

12. Your company's experience in providing the services described above and its experience with an operation similar in size and scope to that described above. Include: The largest projects the company managed either as a prime or subcontractor including shipping volumes, total revenue, performance goal results, and other metrics with regards to pilferage, losses, percentage of RDD met, and how long the relationship lasted.

As said before we've proven records to operate in military zones i.e. Bosnia, Kosovo, Iraq and Afghanistan. Currently we're shipping for over 3 years every week a number of trucks with frozen & dry foodstuffs from Germany overland to Manas Airbase (USAF) in Bishkek for TWI

13. Your company's recommended commercial pricing structure for the operation described above. Break down pricing to normal delivery, retrograde of empties and retrograde of material out of Afghanistan separately. What are the major cost drivers?

Major costs are drivers, security and insurance of cargo

14. Recommended incentive provisions to motivate performance that will meet or exceed the goals of this effort (for example RDD, cargo loss metrics, ITV).

N/A

15. What limiting factors, if any, exist?

Cargo insurance in transit by trucks is limited till EUR. 15,- per kilo, i.e. 20 tonnes of frozen foodstuffs has an insured value of EUR. 300.000,- per shipment/container

16. Are there any other concerns/comments or recommendations?

Not at this stage

Kindest regards

(b)(6)

RYNART INTERNATIONAL BV

Distriboulevard 1

4761 RZ - Zevenbergen / HOLLAND

Tel. (b)(6)

Fax +31 (0) 168 381838

GSM

E-mail (b)(6)

Web www.rynart-int.com <<http://www.rynart-int.com/>>

Bien, Jolynn CIV USTRANSCOM CS

From: (b)(6)
Sent: Monday, November 24, 2008 2:15 AM
To: Henderson, William CIV USTRANSCOM AQ; Strout, Cindy CIV USTRANSCOM AQ
Cc: Halit
Subject: Transportation to/ frm Afghanistan

Good day to all

Our company has been transporting various type of cargo frm Ex Usa and Ex Europe to Afghanistan via Turkey

and after that via Turkmenistan or Iran., in pass 5 yrs we have already transported approx 2000 trucks and approx 150

low bed to Hayrattan, Kabul, and some other destinations. Our office in Afgnaistan also can help us to receive

tax exemption letter upon request and our depot and proffesional 25 people will ensure to transport to cargo to

their final destinations safely and fastest way in Afghanistan

Also as you well aware for return cargo's there is a weekly RO-RO type

of vessel frm Mersin to Jacksonville, Houston, Baltimore, Savannah which we can also help to make sure deliver

the cargo to any FOT destinatons is required to/from USA (Door To Door)

We will be appreciate if you can consider us as reliable tender for all type of cargo transportation to Afghanistan and Irak

Please advise what steps shall i take to receive the tending documents for USTRANSCOM conducting a market survey

Saygilar & Regards

(b)(6)

www.sonlogistics.com

SON Logistics - Mersin, TURKEY

Tel:

(b)(6)

Cell:

Msn : beco1964@hotmail.com <<mailto:Msnbeco1964@hotmail.com>>